Annual report and financial statements

For the year ended 31 December 2021

Youth Futures Foundation Limited
A company limited by guarantee
Registered number: 11814131

youth futures FOUNDATION

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Company inormation

Directors
L Aird (from 1 April 2022)
R C M Busby (from 30 September 2021)
J C Cleverdon
J Davis (to 31 March 2022)
C L Easterbrook
J E Evans (from 1 April 2022)
G Greaves (from 1 April 2022)
A G Hawkhead
J Montgomery (to 31 January 2022)
K Murali (from 30 September 200)
A Morawski (to 31 March 2022)
J E North
L-J Rawlings
S A Woolley

Company Secretary
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Introduction from our Chair

Youth Futures achieved a huge amount in 2021: we provided critical funding, collaborated on – and shifted – Government policy, and built a diverse team across England.

2021 was a busy and exciting year of growth for Youth Futures but it was characterised by constant change. The pandemic caused significant economic and educational disruption, and the subsequent increase in youth unemployment pushed this issue to the top of the political agenda.

As restrictions lifted and the economy began to recover, youth unemployment fell, but the benefits of the economic recovery were not felt equally. It was unacceptable that one in 10 young people (689,000) in the UK were not in education, employment or training (NEET).

Driving systemic change

Young people from marginalised backgrounds continued to face the biggest challenges, with the most vulnerable still having to navigate disjointed services. When young people facing disadvantage told us what they wanted from employment support, they talked about changes to the whole system. We responded by:

- Investing in potentially game-changing approaches and identifying what works to improve the overall system
- Launching our flagship £6.1m Connected Futures Fund to reduce the fragmentation of youth employment and skills delivery in the places that need it most
- Developing a first-of-its-kind interactive map of the youth employment system based on the experiences of young people of Pakistani and Bangladeshi heritage, those with experience of the care system, and those with experience of the criminal justice system

Focusing on what works

Young people from marginalised backgrounds need the best possible support to get good jobs. To help them find work, we need to know which approaches are most effective. Our initiatives that produced results in 2021 included:

- Taking a significant step towards identifying what works by launching our Youth Employment Evidence and Gap Map – the world's largest mapping resource – which shows the global evidence base on what works to improve youth skills, employment and job quality
- Generating evidence of what works by running England's largest portfolio of evaluations of youth employment provision

Introduction from our Chair

- Evaluating the programmes we fund: 66% of the 8,540 young people on the Inspiring Futures project, co-funded with Children in Need, have already made progress – including 37% (3,156) who have made significant progress – on pathways towards education, training and employment outcomes

Collaborating

Igniting change through collaboration is in our DNA. In 2021, we built new networks and boosted existing partnerships by:

- Co-chairing the Youth Employment Group (YEG), taking on the position of secretariat, and successfully influencing Government policy to extend Kickstart through our Opportunity Guarantee campaign
- Setting up the YEG Ethnic Disparities subgroup to tackle systemic racism and discrimination faced by young people in the labour market
- Building links with employers by launching our Employer Advisory Board and commissioning two evidence reviews on employer recruitment and retention practice

Igniting change through youth voice

Youth participation is a cornerstone of our work. Young people with lived experiences of facing disadvantage and discrimination feed into all of our activity, including:

- Sitting on our Board of Directors and making decisions on our grants and investment portfolio
- Shaping our research and evaluations and influencing key stakeholders and practice within the system
- Developing robust approaches, by measuring the impact of youth participation with the first cohort of our Future Voices Group at the heart of this work, to ensure it is meaningful, impactful and developmental

Building capacity

To realise our ambition, by the end of 2021 Youth Futures had 34 permanent members of staff and opened new hubs in Birmingham and Leeds in addition to the one in London. We now have a vibrant, diverse and talented team working across the country.

None of this would be possible without the tireless support of Youth Futures' founding Chair, Joe Montgomery. In his three-year tenure, he provided expert insight and guidance and steered the organisation through the youth unemployment crisis. We would like to offer our sincere gratitude to Joe and wish him every success in his next venture.

Looking forward into 2022, our strategic focus will be:

- Maintaining, growing and communicating our What Works expertise and activities
- Addressing fragmentation in the system at a local level
- Understanding the evidence on employer practice and behaviour, and working with others to improve it
- Continuing to build a strong, happy and motivated team

Working with our partners and stakeholders, we're looking forward to driving through long-term systemic change so that young people from marginalised backgrounds achieve their full potential. With that in mind, we were delighted when DCMS announced in February 2022 that we are to receive an additional £20million in funding from the Dormant Assets Scheme, which we will use to build on this momentum. Indeed, by the end of 2022, we expect to have embarked on multi-year programmes that in total will utilise 72% (£79m) of our allocated £110m funding, with further programmes to be launched in 2023.

Sir Tony Hawkhead (Interim Chair)

Strategic report

For the year ended 31 December 2021

Objectives and strategy

The directors present their report and the audited financial statements for the year ended 31 December 2021.

Legal status

Youth Futures Foundation is an independent, not-for-profit organisation established in December 2019 to improve employment outcomes for young people who face disadvantage or discrimination in the labour market. It is considered a Public Benefit Entity under FRS102. The Foundation launched with an initial allocation by DCMS of £90 million dormant assets funding, for use in England. Our sole member is The Oversight Trust, whose role is to ensure we are properly governed and remain true to our social mission. However, the Board has full strategic and operational independence.

Our vision, mission and strategic priorities

Our vision is to create a society where all young people have equitable access to good quality jobs. This includes:

- equal employment outcomes for young people who face discrimination or disadvantage
- a reduced number of young people outside the labour market or in insecure work
- improved progression pathways for young people

Our mission is to narrow the employment gap by identifying what works and why, investing in evidence generation and innovation, and igniting new ideas that change behaviour and practice.

Our primary beneficiaries are young people aged 14-24 who face at least one personal or systemic barrier to progressing into meaningful work, including:

- ethnic minorities, particularly those most at risk of facing disparities in the labour market (e.g. Pakistani; Bangladeshi; Black; Mixed; Gypsy, Roma and Traveller)

And/or:

- young people legally defined as children in need
- young parents, or those who have a caring responsibility
- economic disadvantage (e.g. eligible for free school meals or living in an area of high deprivation)
- special educational needs or disabilities
- experience of offending
- school exclusion or alternative provision
- experience of homelessness
- a mental health or long-term health condition
- experience of problem substance use

Our strategic priorities

We are an ambitious organisation that wants to tackle the root causes of youth unemployment for young people from marginalised backgrounds. To do that, we will focus on three priorities over the next three years:

1. Changing the youth employment system by working in partnership with organisations, policymakers and young people to address structural and systemic barriers.
2. Creating opportunities with employers to recruit and retain more young people from marginalised backgrounds.
3. Building capacity with practitioners to support and train more young people from marginalised backgrounds to be ready for work.

Our approach

We prioritise young people from marginalised backgrounds
We focus our efforts on young people who face discrimination or disadvantage in the labour market.

Discrimination comes in many forms, from racism and sexism to homophobia and ableism. Disadvantages are often multiple, and can include poverty, exclusion from school, homelessness, mental health problems and experience of the care system.

Youth Futures was set up with a particular focus on data emerging from the Race Disparity Audit in 2017. To address this challenge, we have set up an Ethnic Disparities sub-group, as co-chair of the YEG.

We focus on what works
As a member of the national What Works Network, all our decisions are guided by the best-quality evidence of what works when supporting young people from marginalised backgrounds to get good jobs.

Having curated and analysed studies from around the world conducted over the last two decades, we have funded the largest range of youth employment interventions ever seen in this country (worth £3.3m). We have also produced research, resources and policy papers that tackle the issues affecting young people's employment and educational prospects. We learn from the projects we fund, and scale up that learning to drive long-lasting systemic change.

We put young people at the heart of our work
We believe that young people must play a critical role in influencing how we think and act. Youth participation is woven into every aspect of our work, shaping our strategy, our communications, our investments, our partnerships and how we gather and share evidence.

To support these efforts, we have set up our Future Voices Group: 13 diverse young people who are ambassadors for our strategy and work. We have also created the Youth Reference Group to ensure young people shape our evaluation. Young people also sit on our Board, on our Grants Committee, play an advisory role on our Evaluation Panel and are part of our staff team.

We build coalitions and partnerships
Given the complexity of the challenge, we collaborate with others to drive lasting change. Beyond the organisations we fund, we work with a range of groups and organisations from a variety of sectors. Our strategic partnerships are transparent, evidence-led and linked to key areas of focus. We use our position to convene and connect networks of organisations, with the aim of sharing learning, collective problem solving, and identifying opportunities for innovation.

We take a trust-based approach to grant-making
Our investment programme is designed to find, fund, support and evaluate promising practice. We have adopted five key principles that underpin our trust-based approach to grant-making: simplifying and minimising the application process; being open, transparent, and honest about who we fund and why; providing unrestricted multi-year funding; listening and acting on feedback to our approach; and providing practical support alongside funding, with the aim of helping to build leadership and capacity. We are continuously improving our processes and systems to embed our trust-based principles.

Companies Act 2006 Section 172(1) Statement

Section 172 of the Companies Act 2006 requires a director of a company to act in the way he or she considers, in good faith, would most likely promote the success of the company for the benefit of its members as a whole.

In doing this Section 172 requires directors to have regard to, amongst other matters, the:

- likely consequences of any decisions in the long-term
- interests of the company's employees
- need to foster the company's business relationships with suppliers, customers and others
- impact of the company's operations on the community and environment
- desirability of the company maintaining a reputation for high standards of business conduct
- need to act fairly as between members of the company.

Although we are not required to make a section 172 disclosure, as a Public Benefit Entity operating in a sector with a complex stakeholder map, we believe a section 172 statement is useful to help explain how Youth Futures operates.

In discharging our section 172 duties we have regard to the factors set out above. We also have regard to other factors which we consider relevant to the decision being made. Those factors, for example, include the interests and views of young people, employers, practitioners and enablers in the youth employment sector and the Oversight Trust. We acknowledge that every decision we make will not necessarily result in a positive outcome for all of our stakeholders. By considering the Company's purpose, vision and values together with its strategic priorities and having a process in place for decision-making, we aim to make sure that our decisions are consistent and predictable.

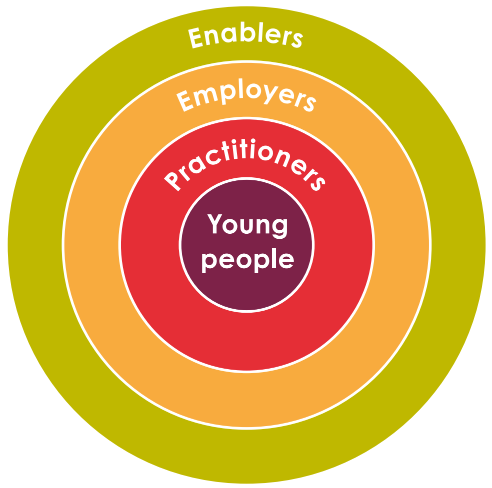
Examples of how we have had regard to the matters set out in section 172(1)(a) - (f) when discharging our section 172 duty and the effect of that on decisions taken by us are set out in the table below.

More information on the stakeholders in the youth employment sector, together with examples of how we have engaged with them and had consideration for them can be found on page 7 (Stakeholders).

Board Activity	Board Consideration
Financial and operational performance	The Company has a financial plan approved by the Board as part of the annual cycle of strategic and financial planning to ensure the sufficiency of funds for the immediate and longer-term goals. The Board regularly reviews the financial and operational position of the company to consider the strategic direction and long-term viability of the Company, ensure that future liabilities could be met whilst also satisfying itself that funds were being deployed rapidly to support the youth employment sector.
Strategy	The Company has an agreed vision and mission statements and a strategy as set out in the Strategic Report. Having a mission and strategy explicitly focussed on helping young people into training or employment, the directors ensure that all key decisions regarding the successful delivery of the strategy are promoting the success of the Company. The Board regularly reviews progress against key milestones in the strategic plan and takes appropriate actions to ensure that the long term objectives of the Company are achievable. A big focus of the Board's reviews of progress during the year was to ensure the plans were not over ambitious and were deliverable by the staff team
People	The Board received regular updates on the progress of the Company's recruitment activities and also the support given to employees to support them in adapting to the new hybrid way of working post-Covid lockdowns. The results of the employee surveys were discussed at Board meetings to ensure the Board had full awareness of the issues concerning staff members and plans were in place to address them.
Governance	The Board's governance arrangements have been built to ensure the perspectives of several different stakeholder groups are automatically taken into account. Board members are appointed not just for their professional skills and experience, but also taking into account their knowledge of different relevant stakeholder groups. The Board ensures the voices of young people are taken into account in all key aspects of the Company's activities by having at least two members who are young people and receiving regular reports from the Future Voices Group. In addition, two of the Board's committees have additional members appointed who are not directors and bring specialist knowledge and broader experience to important company decisions. The Board also receives regular updates from members of the Company's Future Voices Group. During the year, the Board discussed and received reports on the regular meetings between the Oversight Trust and the Chair. When it was possible, the Board met face to face in the different locations of the Company's hubs, using the opportunity to meet staff informally.

Stakeholders

The youth employment landscape is complex but can be broadly divided into four key stakeholder groups:



1 Young People		
2 Practitioners: Education providers, training providers, charities, social enterprises, Job Centre Plus		• Direct support and opportunities for young people moving towards or into work
3 Employers: Corporates, small and medium sized businesses public sector, charities, social enterprises		• Training and employment opportunities • Standard setting • Professional development
4 Enablers: Government, funders, commissioners, think tanks, research bodies, inrastructure organisations		• Capacity building • Grants and investment • Advice and information • Evaluation • Policy setting

We recognise the importance of good relationships with, and understanding of, all these stakeholder groups in delivering our mission.

In 2021, we commissioned our first Stakeholder Perception Survey. The purpose of the survey is to track progress, benchmark our reputation amongst our stakeholders, and inform our future business planning.

The results showed that:

- We are seen as a leading producer of research on 'what works' when it comes to youth unemployment – with almost nine out of 10 stakeholders surveyed trusting our research and evidence.
- 5% of stakeholders who know about us typically access research and evidence relating to youth employment via our website (this is on par with Government departments and bodies).
- 60% of all respondents were aware of the Youth Employment Evidence and Gap Map. Of those already using it 95% said it been useful to their organisation.
- 70% of respondents said they were likely to share our employer practice insights with their network, demonstrating credibility with key stakeholder groups, and significant potential for sharing our messages and findings at scale.

Enablers and practitioners provided a range of insights on Youth Futures.

"It's one of the few that are exclusively focusing on youth unemployment, as opposed to lots of organisations that look more holistically at lots of different things." Practitioner

"I find them to be an organisation of professional and knowledgeable individuals. The organisation collaborates well, puts youth voice at the heart and drives systemic change." Practitioner

"All my interactions with Youth Futures staff when meeting with them have been very positive. Our experience of the grant application process so far has been good. My wider impression via the Youth Employment Group has also been of a knowledgeable organisation committed to impact." **Practitioner**

"Collaborative, definitely. Extremely ambitious, which I think is a really positive thing. But even in my lifetime as a grant manager, the systems change has been something that's been an ongoing conversation. So, I would say that would be super ambitious." **Enabler**

"There will be some initiatives which don't work and part of the point of funding trials and building evidence base is that things fail. That's how innovation happens. Success won't be that they just find the magic bullet, it'll be that they have a process which is backing interests in useful initiatives and over time it's demonstrating that some of those work and can then be translated into policy and practice." **Enabler**

Throughout the year, we engaged regularly with all stakeholder groups. For example:

- We established constructive relationships across government to shape employment schemes that support young people who face barriers to employment through regular meetings with DCMS, DWP, DCMS, Cabinet Office, the Treasury and DfE.
- We have recruited 18 national research organisations to be members of our Evaluation Panel to oversee the evaluation of our What Works grant portfolio.
- Our Future Voices Group, a group of 16 young people, feed into our vision and strategy and act as our ambassadors and advocates for young people across England on the issue of employment. Our new Youth Reference Group ensures young people shape our evaluation approach.
- We thoroughly reviewed and assessed applications to our various grant programmes, and work with our grant holder portfolio of 148 practitioners and not-for-profit organisations, to gain a deep understanding of the practical issues faced by many of our stakeholders across the country. The ongoing evaluation of the successful applicants will help us to grow our knowledge base over time.
- We are a founder member and a co-chair of the Youth Employment Group, a coalition of over 300 delivery organisations, employers and think tanks. In 2021, we took on the role of secretariat.
- In 2021, we established our Employer Advisory Board of 13 employers, representing a range of industries, to shape our approach to effective recruitment of young people from marginalised backgrounds.

This breadth of engagement across our stakeholder group enabled the Board to ensure their views are considered when making decisions about defining our strategy, informing and our approach to government.

We will continue to develop our relationships with young people, employers, practitioners and enablers over the next three years to develop a detailed understanding of youth employment in a post-pandemic world, and track our progress. We will work collaboratively to co-create solutions to support young people who face discrimination or disadvantage.

In addition to our youth employment stakeholders and our employees (see below), we maintain ongoing professional relationships with other stakeholders including trade suppliers and professional advisers, several of whom have worked with us since the inception of Youth Futures.

Engagement with employees

The young people we aim to serve – and the challenges they face – are all unique. We have recruited a team of individuals with a range of life experiences and views that reflect this diversity. Our commitment to inclusion across all protected characteristics, experiences and socioeconomic backgrounds is at the heart of everything we do.

We value the input of our staff in the development of our plans and consulted fully with our employees in developing our mission, objectives and values. In addition, YFF colleagues have been involved in developing our strategic plan, which cascades down to individual objectives and priorities.

We make full use of digital collaboration tools to ensure effective communication and team working while supporting flexible working patterns. Regular face-to-face meetings (via videoconference, if necessary) are held with the whole team to ensure appropriate communication with all employees. During Covid, particularly during periods of lockdown, regular surveys and consultations were conducted as we moved to hybrid working between working from home and the new office hubs. The results continue to inform the support we have put in place for colleagues through this time of transition.

We conducted two staff surveys in 2021, followed by timely actions to address the findings from the surveys. Progress against the action plan was monitored regularly and with full input from staff.

We also formed an employee-led Equity, Diversity & Inclusion (EDI) committee that defines and leads our work in this area.

Performance

Programme Objectives

Our main achievements in 2021 are set out below. More detail on these activities, including case studies, can be found in our Impact Report available on our website.

Systems change

- We developed and published a first-of-its-kind interactive map of the youth employment system based on the experiences of young people of Pakistani and Bangladeshi heritage, those with experience of the care system, and those with experience of the criminal-justice system. This innovative digital tool informed the creation of the Connected Futures Fund.
- We launched our flagship £6.1million Connected Futures Fund to reduce the fragmentation of youth employment and skills delivery in the places that need it most.
- We set up the YEG Ethnic Disparities subgroup to tackle systemic racism and discrimination faced by young people in the labour market.
- We built constructive relationships across government to influence flagship youth employment Covid response policies, arguing for – and securing – the extension of Kickstart as co-chair of the YEG.

Creating opportunities

- We partnered with Movement to Work and IFF Research to publish a suite of reports focusing on SME and large employer engagement in the youth labour market.
- We built links with 13 national employers by launching our Employer Advisory Board and commissioned two evidence reviews on employer recruitment and retention practice.
- 78% of respondents to our perceptions survey said they were likely to share our insights on what works in youth employment with their networks.

Building capacity

- We took a significant step towards identifying what works by launching our Youth Employment Evidence and Gap Map – the world's largest mapping resource – which shows the global evidence base on what works to improve youth skills, employment and job quality
- We generated evidence of what works by running England's largest portfolio of evaluations of youth employment provision worth £3.3million.
- Bespoke learning events were held with grantees to increase their effectiveness and share insights.
- We allocated £5.2million investment in promising interventions to identify what works, bringing our cumulative total to £20.2million, supporting 148 organisations and 17,757 young people.

Organisational health

- To realise our ambition, we recruited the remainder of our staff team and opened new hubs in Birmingham and Leeds. We now have a vibrant, diverse and talented team working across the country.
- We conducted two staff satisfaction surveys and implemented timely action plans in response to the results.
- To boost internal communications, we launched a new intranet and monthly update emails to the team.

Key performance indicators

The Company measures its performance in line with the 4 strategic pillars: Systems Change, Building Capacity, Creating Opportunities and Organisational Health. The majority of performance targets were achieved in an operationally challenging environment exacerbated by the prolonged Covid pandemic.

The main KPIs tracked were as follows:

Systems Change

Initiate place-based interventions to address systemic barriers: ACHIEVED with

- the funding of 2 place-based, multi-agency programmes (Merseyside & Durham) and
- the successful launch of our flagship Connected Futures fund.

Building capacity

Invest in evaluating and scaling promising practitioner practice: ACHIEVED through

- the creation of a portfolio of 43 grantees from programmes opened in 2020,
- matched to 23 multi-year evaluations.

Creating Opportunities

Identify, invest and ignite promising employer practice: PART ACHIEVED

- as good progress was made on establishing the body of evidence and engaging with employers (see "Cross" cutting, below)
- the design of an employers' practice programme was halted due to resource constraints.

Cross cutting programme

Create and publish a body of evidence, tools & resources to facilitate practitioners, effective employer practice and future systems change: ACHIEVED with the publication of

- the first in kind systems map of youth employment
- the world's first Evidence & Gap map on youth employment practice (featuring 662 studies)
- a series of research reports on employers and the labour market.

Successfully engage stakeholders in Youth Futures' mission and knowledge: ACHIEVED – see page 10 for the high level outcomes of our stakeholder perception survey

Organisational Health

Complete the operational set up of the organisation with key processes in place and operating efficiently. ACHIEVED through:

- Successfully hiring of the staff team to 35 people whilst delivering the plan
- Opening 2 new office hubs as planned and successful transition to hybrid working
- Successful implementation of the full financial control infrastructure with no major failures
- Ensuring operational costs stayed within agreed budgets.

Other qualitative performance highlights are discussed in the Performance section on page 9 above.

Financial results

The company generated a surplus of £NIL (2020: £NIL) which is also the total comprehensive income for the period. This is after accounting for £11.7m (2020: £13.8m) of grant income released from deferred dormant assets grant income to partly offset the total expenditure for the year. Operating expenditure was funded in part by just £267 (2020: £151k) net interest received from short-term bank deposits.

Total grant expenditure in the year was £8.6m (2020: £11.7m) being the funding commitment to grantees and other partners engaged in our delivery and evaluation projects. The £492k (2020: £682k) spent on activities directly related to the grant programmes comprises: £81k (2020: £428k) on outsourced grant making operations, £255k (2020: £232k) on research and feasibility studies, and £156k (2020: £22k) on programme development.

The employee monthly average FTE increased from 8 to 29 and total expenditure in the year was £1.6m (2020: £613k). Office and other running costs increased in line with the growth in staff numbers and easing of Covid-19 home working restrictions in the autumn.

Corporation tax was £51 (2020: £28,724), payable on the interest received on bank deposits which was negligible because of the prevailing low interest rates.

Cash flows and liquidity

Net cash outflow from operating activities was £10.3m (2020: £6.3m inflow) as a result of the planned increase in business activity during the year. In addition, there was no drawdown in the year from the remaining balance of £34.1m on the original £90m dormant assets allocation. In January 2022, a further £12.6m was drawn reducing undrawn balance of the £90m allocation to £21.5m.

Reserves

The Company has accumulated reserves of £Nil (2020: £Nil) and cash balances of £41.4m (2020: £51.8m). These cash balances can be drawn upon as activities take place and relevant expenditure is incurred.

Future developments

Our plans for 2022

We aim to ensure that future generations have access to fulfilling work, no matter what their background, by identifying and sharing learnings, providing a bridge between employers and practitioners, and influencing decision-makers.

We have identified five priority areas for 2022. These initiatives support our mission and will be the foundation from which we will collaborate with others, gain credibility and expertise, and influence behaviour:

1. Build on our growing systems change expertise
We will deliver the first phase of our £6.1million flagship Connected Futures Fund. The fund aims to reduce the fragmentation of youth employment and skills delivery in the places that need it most, and contribute to the Levelling Up agenda. The aim is to join up services at a local level so that young people with complex needs who are furthest from the job market receive consistent high-quality support. We will build our network by working with at least eight places.

2. Ramp up our contribution to employer practice and behaviour
We will build momentum around what works to boost employer engagement in the youth labour market. We will continue to build our evidence base, case studies and learning, and our partners will share insights through their networks to reach at least 100 employers.

3. Create tools to change behaviour based on our growing set of evidence
In 2022, we will build a Youth Employment Toolkit that will show the effectiveness of six topics that impact on young people's ability to get good jobs. We will also curate a knowledge hub of effective employer practice with a business case to improve recruitment and retention of young people from marginalised backgrounds.

4. Continue to build our unique national portfolio of youth employment evaluations and share the findings of what works to generate systemic change

We will continue to monitor our 23 evaluations in our What Works portfolio, that represent the largest range of youth employment intervention evaluations commissioned in England. We will share our findings with policymakers, practitioners and employers to improve youth employment outcomes.

5. Ensure that Youth Futures has a strong and sustainable future
Our team will continue to build on a values-led culture focused on high performance. We will undertake activity to secure future funding and will continue to develop Youth Futures' profile and build on positive stakeholder perceptions of our work.

Stewardship of financial resources

The Company draws down its dormant assets unding under the terms o the Funding Agreement (described in more detail in notes 4 and 5 on pages 36 and 37).

The bulk of the Company's cash is invested in LGIM liquidity funds composed of short-term, sterling based assets issued by governments, banks and companies. The remainder is held in the Company's bank accounts to meet ongoing operational needs. The AF&I Committee receives periodic updates on the Company's investments and cash management.

Periodic reviews of our investment policy and investment funds are conducted, the next one being in 2022.

Principal risks and uncertainties

Risk management

The Board of directors has overall responsibility for risk management. During the year, the Company has continued to develop and embed the system of internal control, including financial, operational and risk management which is designed to protect its assets, reputation and financial stability.

The risk management process is overseen by the Audit, Finance and Investment committee of the Board, and the risk register reviewed annually by the Board and more frequently where necessary. Building on the framework established in 2020, activities in 2021 included risk 'deep dives' and internal audit reviews.

The risk register identifies the key risks, the likelihood of those risks occurring, their potential impact on the Company and the actions being taken to reduce and mitigate the risks. Risks are prioritised using a consistent scoring system. The main risks factors affecting the Company are outlined below along with the actions taken to bring them within risk appetite. Not all the factors are within the Company's control. Other factors besides those listed below may also adversely affect the company.

1. Our approach and strategy does not enable us to achieve our organisational aims
The process for developing the Company's strategy was robust and iterative, drawing on credible data, existing knowledge and review by the Board, DCMS, TNLCF, youth sector organisations and other key stakeholders with experience in youth employment. The Board is taking timely reviews of the strategy and adjusting plans where necessary, and the Company has adopted an open approach to its activities by sharing outcomes and seeking input and contributions from a wide range of interested stakeholders.

2. Capability-ambition mismatch (Start-up risk)
The Company has a challenging and broad brief. It manages multiple stakeholder expectations and a need for rapid delivery, while building an organisation from scratch. These factors increase the risk that the Company is unable to scale its capability and capacity at the pace required to create a strong, sustainable organisation and at the same time successfully leverage opportunities and deliver the strategy. An experienced Board and senior team with relevant experience is in place, with frequent Board and committee meetings and interactions between Board and the senior team. Strategic plans are underpinned by detailed operational plans. External support is engaged for key specialisms as required.

3. Culture
Failure to create and live by an overarching set of beliefs, values and behaviours that everyone feels a strong sense of ownership for will result in poor delivery, insufficient accountability and responsibility for doing the right thing. It would affect our ability to attract and retain high performing talent and key partners. We have a clear focus on ethics, compliance and controls and a corporate governance structure that allows effective Board oversight of activities. An agreed set of values has been established and these are integrated into the Company's operations and individual performance reviews. Staff survey results and associated action plans are regularly reviewed.

4. External landscape: Public health, economic and political
The rapidly evolving crisis caused by the pandemic has highlighted the interconnectedness of risks and the velocity at which the external risk landscape can change. This volatility has increased the risk that Youth Futures does not fully understand the changing economic and political landscape and so the current strategy will not address all the new and emerging risks and opportunities. This could result in a loss of focus on key deliverables, a failure to stay relevant and shape future policy and practice and ultimately inhibit our ability to access future funding. Our plans have been adapted quickly to reflect the economic impact of Covid-19 and effective working relationships have been established with key youth employment stakeholders.

5. Stakeholder management
There is a risk that the Company does not fully engage with the people and organisations that will have the most impact on the successful delivery of the strategy, thus inhibiting its ability to deliver against the mission. Equally, there is a risk that extended engagement with all stakeholders takes up excessive resources and / or inhibits the Company from taking actions with some stakeholders. The Company has established a comprehensive stakeholder map with clear responsibilities established for relationships with different stakeholder groups. A CRM system has been implemented to facilitate tracking of contacts. Where appropriate, for certain stakeholder groups dedicated advisory panels have been created, such as with young people and employers.

6. Long-term financial sustainability
With its current funding arrangements, there is the risk that the Company may reach a point where additional funding is not available when needed, which could result in significant reduction or even cessation of operations. A detailed long-term financial plan linked to the strategy has been established, incorporating a clear view on long term commitments.

7. Misuse of funds
There is a risk that funds are misused internally or by a grantee or grantees. Whether the misuse is committed intentionally, or via a mistake, the results could include reputational damage and/ or loss of funding. A multi-stage grant application review and approval process has been established, including detailed due diligence and several approval stages before any grant decision is taken. An experienced team has been created, with input from high quality external partners. A clear internal control environment has been established with segregation of duties and delegated authorities. The introduction of an internal audit programme further mitigates this risk.

8. Safeguarding
In the course of its activities, Company employees and representatives come into contact with young people and vulnerable adults. The Company's grants programme will fund other organisations who work directly with young people and vulnerable adults regularly. Ensuring the health and safety of all young people and vulnerable adults is of critical importance to us. The Company has developed a safeguarding policy that applies to its employees and relevant partner organisations including grantees. Designated leads on safeguarding are in place in the management team and ensuring effective safeguarding processes is an explicit responsibility of the Board's People & Culture committee. Safeguarding risks are being mitigated by:

- safeguarding checks and training for all staff, with periodic awareness raising
- ensuring grantees have robust and effective safeguarding arrangements in place through initial and ongoing due diligence checks and robust contractual obligations
- ongoing monitoring of safeguarding issues, including regular People & Culture committee review
- a risk-based approach to situations that might involve close contact with young people and vulnerable adults

9. Data
Inadequate management and security of data, in particular evaluation data, increases the risk of non-compliance with UK GDPR and could lead to an actual data breach resulting in a fine and / or enforcement notice and a loss of reputation with key partners (evaluators, grantees). The Company has well controlled systems for the day-to-day processing of data with periodic staff training. Additional storage and access safeguards are placed around sensitive data.

For each risk, mitigating controls are in place and the Company's annual business plan contains actions both to improve the effectiveness of existing controls and, where necessary, to implement additional controls. These actions have been reviewed and approved by the AF&I committee and progress against the actions is tracked and reported regularly.

Public benefit

Youth Futures is a private company limited by guarantee. The directors are disclosed on page 17. The Company is not a registered charity but in setting and reviewing the Company's strategic objectives, the Board has had due regard orthe Charity Commission's guidance on public benefit. In delivering its mission, the Company provides identifiable public benefits through the provision of services, facilities and opportunities to meet the needs of young people, particularly helping young people into employment.

Youth Futures provides grants to organisations serving the needs of young people to undertake suitable programmes to help young people into employment. Youth Futures adjusts its funding and research programmes to meet the needs of its stakeholders and is committed to providing information, advice and guidance to prospective grantees and all other stakeholders.

Post balance sheet events

On 8 February 2022, the Department for Digital, Culture, Media & Sport announced it will allocate Youth Futures Foundation an additional £20million from the Dormant Assets Scheme.

On 4 April 2022, Patricia Chale was appointed as interim CEO.

Disclosure of information to auditors

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- So far as the director is aware, there is no relevant audit information of which the Company's auditors are unaware
- The director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

Auditors

Under section 487(2) of the Companies Act 2006, Price Bailey LLP will be deemed to have been reappointed as auditors 28 days after these financial statements were sent to members or 28 days after the latest date prescribed for filing the accounts with the registrar, whichever is earlier, unless otherwise notified.

This report was approved by the board on 19 May 2021 and signed on its behalf by:

Tony Hawkhead

A G Hawkhead
Director
Date: 19 May 2022

Directors' report

For the year ended 31 December 2021

Statement of corporate governance

The following statement is provided to enable readers of Youth Futures' annual report and accounts to understand its governance and legal structure. This statement covers the period from 1 January 2021 to 31 December 2021 and up to the date of approval of the annual report and financial statements.

The Board recognises that, as a body entrusted with funds drawn down from dormant assets, it has a duty to observe the highest standards of corporate governance always. It is committed to ensuring that it has the combination of skills, knowledge and experience necessary to support the effective delivery of the company's objectives. In particular, the Board has skills and expertise in the following areas: grants and investment, evaluation, diversity and inclusion, business, corporate governance, and financial and risk management.

Directors

The directors who served on the Board during the year and up to the date of signature of this report are as follows:

L Aird (appointed 1 April 2022)
R C M Busby (appointed 30 September 2021)
J C Cleverdon (appointed 9 September 2019)
J Davis (appointed 8 March 2020, resigned 31 March 2022)
C L Easterbrook (appointed 17 September 2020)
J E Evans (appointed 1 April 2022)
G Greaves (appointed 1 April 2022)
A G Hawkhead (appointed 9 September 2019)
J Montgomery (appointed 11 March 2019, resigned 31 January 2022)
K Murali (appointed 30 September 2021)
A Morawski (appointed 8 March 2020, resigned 31 March 2022)
J E North (appointed 9 September 2019)
L-J Rawlings (appointed 9 September 2019)
S A Woolley (appointed 9 September 2019)

Structure and management reporting

Youth Futures is a private company limited by guarantee, with one legal member, The Oversight Trust – Assets for the Common Good ("Oversight Trust"). As the sole legal member, the Oversight Trust agrees to contribute £1 in the event of the Company winding up.

Oversight Trust

The Oversight Trust is our sole member. It is responsible for overseeing the operations of companies that distribute funding made available from the portion of funds allocated and made available to England under the Dormant Bank and Building Societies Act 2008 and to keep these companies 'on mission'. More information about the Oversight Trust can be found at www.oversighttrust.org

The Oversight Trust exercises its responsibilities via a number of meetings and reviews:

- The Chair and the CEO meet with the Oversight Trust Board quarterly to report on progress against objectives
- Once a year, the update takes the form of a more detailed 'deep dive' into delivery and plans for the forthcoming year
- In addition, a governance review meeting takes place annually, with focus on the following topics: overall governance, remuneration, accounting and social impact
- Finally, at least once every four years, the Oversight Trust commissions an independent review of each operating company to examine its effectiveness in delivering against its respective missions as set out in its governing documents. This review, and the operating company's response, will be published

The Oversight Trust is also a party to the Funding Agreement, under which Youth Futures receives its dormant assets funding. The Funding Agreement is described in more detail in notes 4 and 5 to the accounts.

Youth Futures Board of Directors

It is the Board's responsibility to bring independent judgement to bear on issues of strategy, performance, resourcing and standards of conduct. The directors delegate the day-to-day management of the Company to the CEO and executive team.

The Board receives regular and timely information on the overall financial performance of the Company together with other information such as performance against plans, performance against grant making targets, proposed expenditure, standards and personnel-related matters. The Board meets five times a year, including an annual strategic away day.

The Board is supported by three committees. Each committee has terms of reference, which have been approved by the Board. These committees are the Grants and Evaluations, People and Culture (previously Organisational Development) and Audit, Finance and Investment Committees.

The Board is entirely non-executive and no individual or group dominates its decision-making process. The Board considers that each of its non-executive members is independent of management and free from any business or other relationship which could materially interfere with the exercise of their independent judgement.

The Company has clear conflict of interest processes in place and should a risk of conflict of interest arise when discussing a specific matter, the relevant Board member will recuse themselves from the discussion. There is a clear division of responsibility in that the roles of the Chair and CEO are separate and delegations of authority to the CEO and the executive team are in place.

Appointments to the Board

Any new appointments to the Board are a matter for the consideration of the Board as a whole.

New directors are also subject to approval by the Chair of the Oversight Trust. The Board recruits new members through an open and competitive process, usually supported by an external agency. The Board is responsible for ensuring that appropriate training and induction is provided as required.

Members of the Board are appointed for a term of office not exceeding four years. No member shall normally serve for more than nine years in total.

Grants and Evaluation Committee

The Grants and Evaluation Committee comprises at least two directors, the CEO and up to eight external members including young people. The Committee meets at least four times a year. Its role is to oversee the Company's grant making and evaluation approach and operations including making funding decisions on grant applications recommended for funding by the executive team. The Committee also provides support, ensures that grant making criteria are fit for purpose, including adequate risk assessment, and advise and guide the implementation and development of the Company's grant making and evaluation approach.

People and Culture Committee

The Company's People and Culture Committee (previously the Organisational Development Committee) comprises at least two directors. The Committee operates in accordance with written terms of reference approved by the Board and oversees matters that have an impact on the Company's ability to meet its objectives in the following areas: HR and remuneration, safeguarding and governance.

In doing so, the Committee will cover responsibilities sometimes handled by a remuneration committee and an appointments committee, including making recommendations to the Board on the remuneration and benefits of the CEO and other staff. Details of remuneration for the year ended 31 December 2021 are set out in note 10 to the financial statements.

Audit, Finance and Investment Committee

The Audit, Finance and Investment Committee (AF&I Committee)comprises at least two directors and a co-opted external corporate governance specialist. This Committee also operates in accordance with written terms of reference approved by the Board, including responsibility for monitoring the Company's financial position, oversee the effective and efficient use of resources and to make recommendations to the Board accordingly.

The committee meets four times a year and provides a forum for reporting by the Company's external auditors, who have access to the committee for independent discussion, without the presence of Company management.

Management is responsible for the implementation of agreed audit recommendations and reports to the AF&I Committee on progress made in implementing such recommendations. The AF&I Committee also advises the Board on the appointment of internal, reporting accountants and financial statements auditors and their remuneration for audit and non-audit work as well as reporting annually to the Board.

Future Voices Group

Following the principle of 'nothing about us without us' youth voice is woven throughout every element of our work. Our Future Voices Group is an advisory group of 16 young people, including a Board Director.

Collectively these young people have contributed to our vision, strategy and planning and acted as our ambassadors and advocates for young people across England on the issue of employment.

Remuneration report

The Company's Remuneration Policy, owned by the Board, governs executive and non-executive remuneration and incorporates its obligations under the Governance Agreement for setting and reporting remuneration.

In relation to remuneration, the People and Culture Committee (previously the Organisational Development Committee) is responsible for reviewing:

- the Remuneration Policy and recommending any changes to the Board
- the Company's executive Pay Bands, benefits package and non-executive remuneration guidelines at least once per year in light of the market, retention, engagement, budget and plans and performance and recommending any changes to the Board
- the CEO's remuneration package annually and recommending changes to the Board
- and approving the CEO's recommendations for annual changes to the executive team pay, in aggregate

Our principles for remuneration are as follows:

- Pay is competitive, to attract and retain appropriately qualified staff to lead, manage, support and deliver our not-for-profit objectives, whilst remaining affordable
- Pay is fair at the higher and lower ends of the pay scales
- Performance related bonuses are not paid
- Non-executive Director remuneration is compatible with our position as a social sector organisation, distributing funds derived from the general public
- Transparent remuneration reporting

In order to live up to these principles, our key management practices include:

- Paying colleagues at least the Living Wage (as defined by the Living Wage Foundation)
- The use of pay bands, approved by the Board, with upper and lower limits for each grade of role. Any salaries paid outside the respective band require prior approval from the Chair
- When we work with young people for specific pieces of work, for example a youth voice initiative, we pay for their time (to a level at least the Living Wage hourly rate and which does not underpay compared to others doing the same work), unless the engagement is very short and there is significant developmental benefit to the young person from participating. In all cases we pay their reasonable travel expenses.
- Paying external Grants and Evaluation Committee members (i.e. those who are not employees or directors of Youth Futures) a fee to compensate for the time commitment and to ensure a broader diversity of experience on the committee.
- Publishing a good-practice remuneration report, reflecting our position as a social sector organisation.

The remuneration for non-executive Directors and higher paid staff are detailed in notes 10 and 21.

Equality, diversity and inclusion

The young people we aim to serve – and the challenges they face - are all unique. We need to build a team that reflects this diversity, is highly skilled and committed . Our commitment to inclusion across all protected characteristics, experiences and socioeconomic background forms the cornerstone of our work.

We work hard to ensure we have a diverse and inclusive workforce. We use identity-blind software for all our permanent recruitment campaigns to reduce unconscious bias during recruitment. We have flexible working policies which are kept under review and many of the more flexible working practices we adopt ed during lockdown have been retained. The recruitment of our team around our three hubs of Birmingham, Leeds and London has enabled us to attract a greater diversity of talent than simply focussing recruitment in one city.

In building the Board, the Future Voices Group, and making external appointments to the Grants Committee, we have also ensured our governance and advisory structures contain a broad diversity of background and experience.

Our Equality, Diversity and Inclusion (EDI) group within the staff team has senior management sponsorship and leads the creation of a more broad-based EDI strategy.

Pay gap reporting

All organisations over 250 employees are required to publish details of their gender pay gap. Although Youth Futures does not meet this threshold, we are committed to good employment practice, reducing inequality in the workplace and open remuneration reporting.

We have therefore chosen to publish data on the difference between how much we pay men and women and the difference between how much we pay white staff and those from ethnic minority backgrounds.

Gender pay reporting

The gender pay gap is a measure of the difference between how much, on average, men earn and how much, on average, women earn. It is impacted by both how much people are paid at each level of the organisation and the relative number of men and women at different levels of the organisation. A positive number indicates the average male salary is higher than the average female salary and a negative number indicates the average female salary is higher than the average male salary.

At 31 December 2021, we employed 35 permanent staff: 24 female and 11 male. The gender pay gap at 31 December 2021 was as follows (2020 data in brackets):

	Median	Mean
Senior Leadership Team	-30% (-30%)	-26% (-28%)
All other employees	-21% (-17%)	-11% (-12%)
All employees	5% (39%)	13% (17%)

The improvement in total organisation gender pay gap numbers versus 2020 is driven by the proportionately higher number of women hired at management level during 2021 as we completed hiring our staff team.

The remaining pay gap is driven by the high proportion of men in the most senior (higher paid) roles. Outside the senior team, the average salary of female employees is higher than that of male employees. We will continue to monitor the gender pay gap and ensure women are given the opportunity to progress into senior roles.

Ethnicity pay reporting
The ethnicity pay gap is a measure of the difference between how much, on average, white staff are paid compared to those from ethnic minority backgrounds. It is impacted by both how much people are paid at each level of the organisation and the relative number of staff from white and ethnic minority backgrounds at different levels of the organisation. A positive number indicates the average salary for a white employee is higher than the average salary of an employee from an ethic minority background and vice versa.

The data is based on the returns of 23 staff who disclosed their ethnicity as part of a confidential, voluntary diversity survey of all 34 staff on the payroll in November 2021. Of those 23 staff, 7 are from ethnic minority backgrounds and 16 are white and the ethnicity pay gap was as follows:

	Median	Mean
Senior Leadership Team	n/a	n/a
All other employees	0%	-3%
All employees	7%	25%

The ethnicity pay gap is entirely driven by the fact that at the time of the survey our senior team (highest paid) was entirely white. Excluding the senior team, our pay is well balanced between ethnicities. The diversity survey was the first we had conducted, so no prior year comparators are available, but we intend to repeat the survey annually.

We are committed to genuine representation at all levels of the organisation. In addition to the standard use of identity-blind software at the application and sifting stages of all permanent recruitment campaigns, when using search agencies for senior appointments we insist on candidate shortlists with both gender and ethnic diversity.

Internal control

Scope of responsibility
The Board is ultimately responsible for the Company's system of internal control and for reviewing its effectiveness. Such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can provide only reasonable and not absolute assurance against material misstatement or loss.

The Board has delegated the day-to-day responsibility to the CEO for maintaining a sound system of internal control that supports the achievement of the Company's policies, aims and objectives, while safeguarding its assets and the funds received from dormant assets.

The CEO is also responsible for reporting to the Board any material weaknesses or breakdowns in internal control.

The purpose of the system of internal control
The system of internal control is designed to manage risk to an acceptable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Company policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Company for the year ended 31 December 2021 and up to the date of approval of the annual report and accounts.

Capacity to handle risk
The Board has reviewed the key risks to which the Company is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board is satisfied that there is a formal ongoing process for identifying, evaluating and managing the Company's significant risks that has been in place for the period ending 31 December 2021 and up to the date of approval of the annual report and accounts. This process is regularly reviewed by the Audit, Finance and Investment Committee on behalf of the Board, and by the Board.

The risk and control framework
The system of internal control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. It includes:

- Comprehensive budgeting systems with an annual budget, which is reviewed and agreed by the Board
- Regular reviews by the Board of periodic and annual financial reports which indicate financial performance against forecasts
- Setting targets to measure financial and other performance
- Clearly defined grant investment control guidelines
- The adoption of formal project management disciplines, where appropriate

The Company has introduced an internal audit service within the period ended 31 December 2021. Three internal audits have been conducted to date, with a further programme planned, under the oversight of the Audit, Finance and Investment Committee.

Review of effectiveness
The Board has responsibility for reviewing the effectiveness of the system of internal control. Their review of the effectiveness of the system of internal control is informed by:

- The work of the executive managers within the company who have responsibility for the development and maintenance of the internal control framework
- Comments made by the company's financial statements auditors in their management letter
- Audit, Finance & Investment (AF&I) Committee, which reviews the internal control framework, oversees the programme of assurance and plans to address weaknesses, ensures continuous improvement of the system is in place and reports on its activities periodically to the Board

The senior management team and the AF&I Committee are reliant on several sources of assurance, which include recommendations for improvement. The AF&I Committee's role in this area is confined to a high-level review of the arrangements for internal control. The Board periodically considers risk and control and receives reports thereon from the senior management team and the AF&I Committee. The emphasis is on obtaining the relevant degree of assurance and not merely reporting by exception.

Based on the advice of the AF&I Committee, the Board is of the opinion that the Company has an adequate and effective framework for governance, risk management and control.

Going concern

After making appropriate enquiries, the Board considers that the company has adequate resources to continue in operational existence for the foreseeable future. The Company has cash and short term investment balances of £41.4m plus a further drawdown of £34.1m available from the initial allocation of £90 million dormant assets funding to implement the strategic plan adopted in January 2021. For this reason, it continues to adopt the going concern basis in preparing the financial statements.

Directors' responsibilities statement

The directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

In preparing these financial statements, the directors are required to:

- Select suitable accounting policies for the Company's financial statements and then apply them consistently
- Make judgments and accounting estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for

taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the board on 19 May 2022 and signed on its behalf by:

Tony Hawkhead

A G Hawkhead Director
Date: 19 May 2022

Independent auditors' report

To the member of Youth Futures

Opinion

We have audited the financial statements of Youth Futures Foundation Limited (the 'Company') for the year ended 31 December 2021, which comprise the Statement of comprehensive income and retained earnings, the Balance sheet, the Statement of cash flows, the Analysis of net debt and the related notes, including a summary of significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2021 and of its profit for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report.

We are independent of the Company in accordance with the ethical requirements that are relevant toour audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements
- the Directors' Report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of Directors

As explained more fully in the Directors' responsibilities statement set out on page 24, the directors are responsible or the preparation o the financial statements and or being satisfied that they give a true and air view, and or such internal control as the directors determine is necessary to enable the preparation o financial statements that are ree rom material misstatement, whether due to raud or error.

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

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Company and the sector in which it operates and considered the risk of the Company not complying with the applicable laws and regulations including fraud; in particular those that could have a material impact on the financial statements.

This included those regulations directly related to the financial statements, including financial reporting which could have a material impact on the financial statements. In relation to the operations of the Company this included compliance with the Companies Act 2006.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management and officers of the Company and a review of the risk management processes and procedures in place including a review of the risk register maintained by the company.

Management override: To address the risk of management override of controls, we reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions to identify large or unusual transactions.

We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditors responsibilities. This description forms part of our Auditors' report.

Use of our report

This report is made solely to the Company's member in accordance with Chapter 3 of Part 16 of the Companies Act 2006.

Our audit work has been undertaken so that we might state to the Company's member those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's member for our audit work, for this report, or for the opinions we have formed.

Helena Wilkinson FCA
(Senior statutory auditor) for and on behalf of

Price Bailey LLP
Chartered Accountants Statutory Auditors
24 Old Bond Street, London W1S 4AP

Date: xx June 2022

Financial statements

For the year ended 31 December 2021

Statement of comprehensive income

For the year ended 31 December 2021

	Note	Year ended 31 December 2021 £	Year ended 31 December 2020 £
Income	4	11,714,979	13,830,321
Programme costs	6	(9,093,077)	(12,333,038)
Gross surplus		2,621,002	1,497,283
Administrative expenses	7	(2,621,218)	(1,619,738)
Operating deficit		(216)	(122,455)
Interest receivable and similar income		267	151,179
Surplus before tax		51	28,724
Tax on surplus	11	(51)	(28,724)
Total comprehensive income for the year		-	-

Retained earnings at the end o the year
There were no recognised gains and losses for 2021 or 2020 other than those included in the statement of income and retained earnings.

The notes on pages 33 to 44 form part of these financial statements.

Statement of financial position

As at 31 December 2021

	Note		2021 £		2020 £
Fixed assets					
Intangible assets	12		**35,453**		-
Tangible assets	13		**52,110**		30,361
			87,563		30,361
Current assets					
Debtors:					
amounts falling due within one year	14	**74,777**		29,079	
Cash at bank and in hand	15	**41,445,041**		51,806,240	
		41,519,818		51,835,319	
Creditors:					
amounts falling due within one year	16	**(41,607,381)**		(51,865,680)	
Net current liabilities			**(87,563)**		(30,361)
Total assets less current liabilities			**-**		-
Net assets			**-**		-
Capital and reserves			**-**		-

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 19 May 2022 by:

A G Hawkhead Director

The notes on pages 33 to 44 form part of these financial statements.

Statement of cash flows

For the year ended 31 December 2021

	2021 £	2020 £
Result for the year		
Surplus/(deficit)	**-**	-
Adjustments for:		
Depreciation of tangible assets	**16,826**	3,620
Loss on disposal of fixed assets	**726**	-
Interest received	**(267)**	(151,179)
Taxation charge	**51**	28,724
(Increase) in debtors	**(45,698)**	(25,470)
(Decrease) / increase in creditors	**(10,229,626)**	6,397,424
Corporation tax paid	**(28,724)**	(2,065)
Net cash generated from operating activities	**(10,287,438)**	6,251,054
Cash flows from investing activities		
Purchase of intangible fixed assets	**(35,930)**	
Purchase of tangible fixed assets	**(33,132)**	(33,132)
Receipts on disposal of tangible fixed assets	**-**	-
Interest received	**267**	151,179
Net cash from investing activities	**(73,761)**	118,047
(Decrease)/Increase in cash and cash equivalents	**(10,361,199)**	6,369,101
Cash and cash equivalents at beginning of year	**51,806,240**	45,437,139
Cash and cash equivalents at the end of year	**41,445,041**	51,806,240
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	**41,445,041**	51,806,240
	41,445,041	51,806,240

The notes on pages 33 to 44 form part of these financial statements.

Analysis of net debt

For the year ended 31 December 2021

	At 1 January 2021 £	Cash flows £	At 31 December £
Cash at bank and in hand	51,806,240	(10,361,199)	**41,445,041**
	51,806,240	(10,361,199)	**41,445,041**

The notes on pages 33 to 44 form part of these financial statements.

Notes to the financial statements

For the year ended 31 December 2021

1. General information

Youth Futures Foundation (the 'Company') is a private company limited by guarantee incorporated under the number 11814131 in England and Wales, United Kingdom.

The address of the registered office and place of business is Tintagel House, 92 Albert Embankment, London, SE1 7TY. The nature of the Company's operations and principal activities are that of the provision of other social work activities. The Company is considered a Public Benefit Entity under FRS102.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The Company's functional and presentational currency is GBP.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

2.2 Going concern

The directors have discussed the potential impact of Covid-19 on the company in the Directors Report. They consider that the resources available, including significant cash reserves and availability of further grant funding, mean that the Company will be able to continue as a going concern for at least 12 months from the date of signature.

2.3 Grant income
In accordance with FRS102 accruals model for government grants, grants relating to revenue are recognised in profit and loss on a systematic basis over the periods in which the entity recognises the related costs for which the grant is intended to compensate.

Restricted funds represent grants received for specific purposes as imposed by the defined term funding agreement. Details of restricted funds are set out in Notes 4 and 5.

2.4 Expenditure
Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis.

2.5 Operating leases: the company as lessee
Rentals paid under operating leases are charged to profit or loss on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

2.6 Pensions
Defined contribution pension plan
The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Balance sheet. The assets of the plan are held separately from the Company in independently administered funds.

2.7 Taxation
Tax is recognised in the Statement of comprehensive income, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity, respectively.

2.8 Intangible Assets
Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

The estimated useful lives range as follows:

Computer Software	three years

2.9 Tangible fixed assets
Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Computer equipment	three years
Office equipment	two years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.10 Debtors
Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.11 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the statement of cash flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Company's cash management.

2.12 Creditors
Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans and deferred income, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.13 Financial instruments
The Company only holds financial assets and liabilities that qualify as basic financial instruments: trade and other debtors and creditors, and cash held at the bank.

3. Judgments in applying accounting policies and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates.

In preparing these financial statements, management have made the following judgements:

Tangible / intangible fixed assets are depreciated / amortised over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

Management determine whether there are indicators of impairment of the Company's assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset.

4. Income

An analysis of income by class of business is as follows:

	Year ended 31 December 2021 £	Year ended 31 December 2020 £
Dormant assets grant income	**11,694,161**	13,830,321
Other grant income	**20,818**	-
	11,714,979	13,830,321

All income arose within the United Kingdom.

Dormant assets grant income relates to dormant assets funding received by the Company from TNLCF under a tripartite funding agreement entered into between the Company, TNLCF and the Oversight Trust in 2019, under which TNLCF will distribute £90 million of dormant assets money to the Company (the "Funding Agreement"). The funds are restricted and conditions for use are explained in note 5 below.

5. Restricted expenditure

Grant income is used in line with the terms and conditions of the Funding Agreement. During the year, £nil (2020 - £10 million) was received from the TNLCF under the Funding Agreement with the purpose of the grant being to meet expenditure which has a social or environmental purpose; and is to be made for meeting expenditure on or connected with the provision of services, facilities or opportunities to meet the needs of young people.

Notes to the financial statements
For the year ended 31 December 2021

Money received under the Funding Agreement is restricted to meet the needs of young people in England. All of the expenditure incurred under this grant is restricted to these purposes. During the year, £11,694,161 (2020 - £13,830,319) was charged to the Statement of Comprehensive Income and the remaining amount of funds deferred at 31 December 2021 was £29,707,555 (31 December 2020 - £41,401,716).

6. Programme costs

An analysis of programme costs is as follows:

	Year ended 31 December 2021 £	Year ended 31 December 2020 £
Delivery grants	**5,088,032**	11,651,490
Evaluation grants	**2,925,029**	-
Research grants	**589,314**	-
Total grants payable	**8,602,375**	11,651,490
Grants operations	**81,214**	427,542
Research and feasibility studies	**254,341**	231,506
Other programme costs	**151,047**	22,500
	9,093,977	12,333,038

7. Administrative expenditure

An analysis of administrative expenditure by class of business is as follows:

	Year ended 31 December 2021 £	Year ended 31 December 2020 £
Staff costs (including contractors)	**1,889,104**	1,096,676
Directors remuneration	**60,080**	50,943
Recruitment expenses	**80,559**	151,474
Travel, training and development	**108,307**	26,677
Office rent	**126,675**	86,935
Marketing and communications	**3,373**	19,543
IT, telephone and office costs	**176,002**	49,546
Professional fees	**159,117**	133.695
Bank charges	**1,175**	629
Depreciation	**16,826**	3,620
	2,621,218	1,619,738

8. Operating deficit

The operating deficit is stated after charging:

	Year ended 31 December 2021 £	Year ended 31 December 2020 £
Depreciation	**16,826**	3,620
Loss on sale of tangible fixed assets	**726**	-
Operating lease rentals of land and buildings	**126,675**	80,520
Auditors' remuneration	**11,950**	11,500
Directors' remuneration	**60,080**	50,943

9. Auditors' remuneration

	Year ended 31 December 2021 £	Year ended 31 December 2020 £
Fees payable to the Company's auditor and its associates for the audit of the Company's annual financial statements	**13,450**	11,500
Fees payable to the company's auditor and its associates in respect of:		
Accountancy services	**1,560**	1,500
Taxation compliance services	**780**	10,350
	2,340	11,850

10. Employees

Staff costs, including directors' remuneration, were as follows:

	Year ended 31 December 2021 £	Year ended 31 December 2020 £
Wages and salaries	**1,418,559**	531,957
Social security costs	**147,462**	53,561
Cost of defined contribution pension scheme	**74,391**	26,794
	1,640,412	612,312

All employees are entitled to participate in a stakeholder pension scheme, with 5% employee contribution and 6% employer contribution.

10. Employees (continued)

The average monthly number of employees during the period was as follows:

	Year ended 31 December 2021 £	Year ended 31 December 2020 £
Employees	**29**	8

During the course of the year, the Company significantly increased its staff team and had 35 permanent employees at the end of the year. In addition, in order to deliver its objectives for the year whilst permanent recruitment was ongoing, the Company engaged several temporary or interim staff.

Higher paid employees

The number of employees earning more than £60,000 (including taxable benefits but excluding pension contributions) on an annualised basis are as follows:

	2021 Number	2020 Number
£60,001 - £70,000	**1**	1
£70,001 - £80,000	**3**	3
£80,001 - £90,000	**-**	-
£90,001 - £100,000	**1**	1
£100,001 - £110,000	**-**	-
£110,001 - £120,000	**1**	1
	6	6

Directors and key management personnel

The Company directors are not employees and are engaged via service agreements. The fees for such agreements are disclosed in note 22.

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Company and are represented by the senior leadership team which comprises the Chief Executive Officer, Chief Operating Officer, Director of Strategy & Innovation, Director of Grants & Investment and Director of Impact & Evaluation.

Key management personnel remuneration is made up as follows:

	Year ended 31 December 2021 £	Year ended 31 December 2020 £
Salaries	**415,648**	245,222
Employer's national insurance	**51,776**	30,361
	467,424	275,583
Pension contributions	**24,824**	14,443
	24,824	14,443

The following amounts were paid to the CEO (who is also the highest paid officer):

	2021 £	2020 £
Salary	**115,000**	115,000

11. Taxation

	Year ended 31 December 2021 £	Year ended 31 December 2020 £
Corporation tax		
Current tax for the year	**51**	28,724
Taxation on profit on ordinary activities	**51**	28,724

Factors affecting tax charge for the period
The tax assessed for the period is the same as (2020 - the same as) the standard rate of corporation tax in the UK of 19% (2020 - 19%) as set out below:

	Year ended 31 December 2021 £	Year ended 31 December 2020 £
Taxable surplus	**267**	151,179
Taxable surplus multiplied by standard rate of corporation tax in the UK of 19% (2020 - 19%)	**51**	28,724
Effects of:		
Total tax charge for the year	**51**	28,724

Factors that may affect future tax charges
There were no factors that may affect future tax charges.

12. Intangible fixed assets

	Computer software £
Cost	
Additions	**35,930**
At 31 December 2020	**35,930**
Amortisation	
Charge for the year on owned assets	**477**
Disposals	
At 31 December 2021	**477**
Net book value	
At 31 December 2021	**35,453**
At 31 December 2020	**-**

13. Tangible fixed assets

	Office Equipment £	Computer Equipment £	Total £
Cost or valuation			
At 1 January 2021	849	33,132	**33,981**
Additions	389	38,435	**38,824**
Disposals	-	(1,396)	**(1,396)**
At 31 December 2021	**1,238**	**70,171**	**71,409**
Depreciation			
At 1 January 2021	407	3,213	**3,620**
Charge for the year on owned assets	425	15,924	**16,349**
Disposals	-	(670)	**(670)**
At 31 December 2021	**832**	**18,467**	**19,299**
Net book value			
At 31 December 2021	**406**	**51,704**	**52,110**
At 31 December 2020	442	29,919	30,361

14. Debtors

	2021 £	2020 £
Prepayments and accrued income	**42,014**	16,879
Other debtors	**32,763**	12,200
	74,777	29,079

15. Cash and cash equivalents

	2021 £	2020 £
Cash at bank and in hand	**41,445,041**	51,806,240
	41.445,041	51,806,240

16. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	**404,032**	135,638
Corporation tax	**51**	28,724
Other taxation and social security	**50,941**	33,049
Other creditors	**14,473**	8,473
Accrued grant commitments	**11,159,139**	10,052,901
Deferred dormant assets grants	**29,707,555**	41,401,716
Accruals and deferred income	**271,190**	205,179
	41,607,381	51,865,680

17. Reconciliation of deferred dormant assets creditor

	2021 £	2020 £
At 1 January	**41,401,716**	**45,232,035**
Expenditure in the period	(11,694,161)	(13,830,319)
Dormant asset drawdown in the period	-	10,000,000
At 31 December	**29,707,555**	**41,401,716**

Over the lifetime of the Company, a total of £55.9 million of our £90 million dormant assets commitment has been drawn down, of which £26.3 million has been spent.

Income is released to the Statement of Comprehensive Income to match programme and related costs in the year less interest received.

18. Financial instruments

	2021 £	2020 £
Financial assets		
Financial assets measured at fair value through profit or loss	**41,445,041**	51,806,240

Financial assets measured at fair value through profit or loss comprise cash and cash equivalents

19. Company status

The Company is a private company limited by guarantee and consequently does not have share capital. The sole member is the Oversight Trust and the results of the company are consolidated into the Group accounts of that entity. Copies of group accounts can be obtained at New Fetter Place, 8-10 New Fetter Lane, London, England, EC4A 1AZ.

The company has taken advantage of the Companies Act exemptions in disclosing inter-company transactions between the group.

20. Pension commitments

The Company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the Company to the fund and amounted to £74,391 (2020: £26,794). Contributions totalling £13,071 (2020: £8,473) were payable to the fund at the balance sheet date and are included in creditors.

21. Commitments under operating leases

At 31 December 2021, the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2021 £	2020 £
Not later than one year	**112,000**	43,920
	112,000	43,920

The operating lease commitment relates to land and buildings. The amount of lease payments recognised as an expense during 2021 was £126,675 (2020 - £80,520).

22. Related party transactions

In 2021, non-executive directors were paid £5,500 per annum each for the service of acting as a non-executive director, except for the chair who was paid £12,000 per annum. Total non-executive directors' fees in 2021 were £60,080 (2020 - £50,943).

The total expenses paid to or on behalf of the non-executive directors during the year was £518 (2020 - £307). This represents travel and subsistence expenses and other out of pocket expenses incurred in attending board meetings and other Youth Futures events in their official capacity.

At the year end, the amount of unpaid service fees was £Nil (2020 - £Nil).

23. Controlling party

The sole member and ultimate controlling party is The Oversight Trust – Assets For The Common Good (Company number 07611016). Day to day operations and management decisions are undertaken by the board of directors.

Working together

If you would like to work with Youth Futures Foundation to transform employment outcomes for young people from marginalised backgrounds, please get in touch with us:

E: partnerships@youthfuturesfoundation.org
www.youthfuturesfoundation.org

Get in touch:

www.youthfuturesfoundation.org

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