

# THE THINK AHEAD ORGANISATION

England & Wales · Charity number 1166577

## Details

|                |                                                         |
|----------------|---------------------------------------------------------|
| Status         | Registered                                              |
| Legal form     | Charitable company                                      |
| Company number | <a href="#">10015893</a>                                |
| Registered     | 2016-04-18                                              |
| Register       | <a href="#">View on the Charity Commission register</a> |

## Contact

|         |                                                                       |
|---------|-----------------------------------------------------------------------|
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| Website | <a href="http://www.thinkahead.org">www.thinkahead.org</a>            |

## Activities

**Objects:** THE OBJECTS OF THE CHARITY ARE:THE ADVANCEMENT OF EDUCATION AND TRAINING IN PARTICULAR (BUT WITHOUT LIMITATION) IN THE FIELDS OF MENTAL HEALTH CARE, SOCIAL WORK (INCLUDING IN RELATION TO MENTAL HEALTH) AND SOCIAL CARE AND ALLIED FIELDS BY PROVIDING TRAINING COURSES WHICH COMBINE STUDY-BASED LEARNING AND SUPERVISED PRACTICE-BASED LEARNING, AND BY ANY OTHER RELEVANT METHODS.THE ADVANCEMENT OF PHYSICAL AND MENTAL HEALTH AND THE PREVENTION AND RELIEF OF POVERTY, IN PARTICULAR (BUT WITHOUT LIMITATION) BY PROMOTING HIGH QUALITY PRACTICE AND LEADERSHIP IN THE FIELDS OF MENTAL HEALTH CARE, SOCIAL WORK (INCLUDING IN RELATION TO MENTAL HEALTH) AND SOCIAL CARE AND ALLIED FIELDS TO IMPROVE STANDARDS OF SOCIAL CARE. TO RAISE THE AWARENESS OF MENTAL HEALTH ISSUES AND PROMOTE RESEARCH (AND PUBLICATION OF THE USEFUL RESULTS) FOR THE EDUCATION OF THE PUBLIC.THE RELIEF OF THOSE IN NEED BECAUSE OF YOUTH, AGE, ILL-HEALTH, DISABILITY, FINANCIAL HARDSHIP OR OTHER DISADVANTAGE.

**Activities:** The main objects of the Charity are: The advancement of education and training in particular in the fields of mental health care, social work and social care and allied fields. The advancement of physical and mental health to improve standards of social care. To raise the awareness of mental health issues and promote research for the education of the public. The relief of those in need.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

## Geography

- Throughout England

## Finances

| Period end | Income     | Expenditure | Assets     | Employees |
|------------|------------|-------------|------------|-----------|
| 2025-03-31 | £8,971,320 | £9,082,981  | £912,367   | 40        |
| 2024-03-31 | £9,249,844 | £9,270,602  | £1,024,027 | 39        |
| 2023-03-31 | £8,977,696 | £8,875,545  | £1,044,785 | 33        |
| 2022-03-31 | £8,904,244 | £8,038,023  | £942,634   | 31        |
| 2021-03-31 | £6,986,231 | £6,957,616  | £76,413    | 30        |

## Trustees

| Name                  | Role | Appointed  |
|-----------------------|------|------------|
| Aparjita Ajit         |      | 2024-07-03 |
| Levi Chambers-Cook    |      | 2021-04-28 |
| Liam Barry Sloan      |      | 2024-07-03 |
| Lynette Pauline Romeo |      | 2024-11-03 |
| PETER HAY             |      | 2024-12-12 |
| Peter James Molyneux  |      | 2024-07-03 |

**THE THINK AHEAD ORGANISATION**

England & Wales - Charity number 1166577

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# Accounts

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Company number: 10015893

Charity number: 1166577

# The Think Ahead Organisation

Report and financial statements  
For the year ended 31 March 2025

**The Think Ahead Organisation**  
**For the year ended 31 March 2025**

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**Charity details**

**Registered name and charity number:**

The Think Ahead Organisation  
1166577 (registered in England & Wales)

**Company number**

10015893 (country of incorporation United Kingdom)

**Registered office address**

Unit 318, Record Hall, 16-16A Baldwins Gardens, London, EC1N 7RJ

**Trustees**

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Professor Dame Carol Black – Chair (resigned 12 December 2024)  
Aparajita Ajit (appointed 3 July 2024)  
Dr Ruth Allen (resigned 3 November 2024)  
Professor Kamaldeep Bhui (resigned 22 January 2025)  
Levi Chambers-Cook  
Professor David Croisdale-Appleby OBE (resigned 3 February 2025)  
James Darley (resigned 3 November 2024)  
Peter Hay – Chair (appointed 12 December 2024)  
Jayne King  
John Lawlor (resigned 30 June 2025)  
Peter Molyneux (appointed 3 July 2024)  
Stephen Oldfield (appointed 3 November 2024)  
Sharon Rice-Oxley (resigned 3 February 2025)  
Lyn Romeo (appointed 3 November 2024)  
Liam Sloan (appointed 3 July 2024)  
Nicholas Timmins (resigned 3 November 2024)

**Company Secretary**

Douglas Ridley (appointed 1 July 2024)

**Key management**

Philippa Mariani, Chief Executive  
Douglas Ridley, Finance and Operations Director  
Penelope East, External Relations Director (resigned 2 May 2025)  
Rachel Slade, Programme Director (resigned 3 January 2025)  
Olivia Cayley, Programme Director (appointed 1 April 2025)

|                   |                                                                                                                                                                            |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Bankers</b>    | <b>Lloyds Bank plc</b><br>Villiers House,<br>48-49 The Strand,<br>London, WC2N 5LL                                                                                         |
| <b>Solicitors</b> | <b>Bates Wells Braithwaite</b><br>10 Queen St Place,<br>London, EC4R 1BE<br><br><b>Stone King LLP</b><br>Boundary House,<br>91-93 Charterhouse Street,<br>London, EC1M 6HL |
| <b>Auditor</b>    | <b>Sayer Vincent LLP</b><br>Chartered Accountants and Statutory Auditor<br>110, Golden Lane,<br>London, EC1Y 0TG                                                           |

## Message from the Chair of the Board

**Peter Hay, CBE**

It's a privilege to be writing my first message as Chair of Think Ahead. It is clear to me what a truly special organisation this is. Our mission at Think Ahead – to support a thriving mental health workforce that has the investment it needs to support people to live the life they want and deserve - remains as important today as it was when it began ten years ago.

As a social worker myself, I know just how important it is for people to have access to holistic, personalised support. Mental health challenges don't happen in isolation from the circumstances of our lives. Issues like housing, financial insecurity, discrimination and relationships all have the potential to deeply affect us. Mental health social workers, and the organisations that champion them, play a vital role in helping people navigate those challenges and regain control of their lives and health.

I want to pay tribute to the exceptional team at Think Ahead. This has been a demanding year for everyone involved in the organisation, not least as we navigated the difficult news about the future of the funding of our flagship mental health social work programme. Throughout the year, the professionalism, resilience and unwavering commitment of the team has shone brightly.

Their work has delivered real impact through our workforce training and development – supporting 452 people to enter and progress within the mental health social work profession, strengthening careers through our alumni network, and being part of recruitment and retention solutions for NHS and local authority partners. They have also powerfully advocated for a workforce too often overlooked in national conversations.

It has been heartening to see how Think Ahead has continued to share its knowledge and influence to connect people across the mental health and social care sectors.

For me, joining Think Ahead has felt like reinvigorating the values that first drew me into social work: a belief in people's potential, a commitment to social justice, and the conviction that no one should be defined by their challenges. I am proud to stand alongside this organisation and to play a part in shaping its future.

Thank you to everyone – the team, trustees, partners and supporters - who has contributed to Think Ahead's work this year. I look forward to working with you all in the months and years ahead.

# Message from the CEO

**Philippa Mariani, CEO**

Celebrating our 10<sup>th</sup> anniversary this year offered us a moment for reflection - on how far we've come, the challenges we've faced, and the work that lies ahead.

Think Ahead was created to make the social, economic and environmental factors affecting the nation's mental health the bedrock of training for careers in the sector. With over 1,250 people joining our programme to become mental health social workers since we started out, we've certainly been delivering on that ambition. We have enabled and encouraged people passionate about mental health to join the sector. But more than that: we've been helping change the way mental health support is delivered, bringing health and social care closer together, and championing approaches that see and support the whole person, not just their diagnosis.

We've worked hard this year to keep the social approach and social work in the spotlight. We recruited 162 new participants to our flagship mental health social work programme, launched a new short training course for qualified social workers supporting people living with mental health and substance use issues, and we extended our alumni offer to include ongoing peer support and mentoring to newly qualified social workers.

We were also pleased to broaden our work this year, deepening our partnerships across the sector to support other parts of the mental health workforce. This included working with Social Finance to help grow the Individual Placement and Support (IPS) workforce, which offers holistic support to help people with mental health needs gain meaningful employment. And we supported the embedding of national standards for Approved Mental Health Professionals (AMHPs) who are responsible for upholding human rights of people being assessed under the Mental Health Act.

We've remained firmly committed to ensuring our professionals are prioritised by policy makers - because a thriving mental health workforce is essential for proper support. This year we were proud to launch our new campaign Social Work Matters, raising awareness of the impact of social work in mental health services and pushing for recognition in the NHS 10-year plan. We know from the many stories people have shared with us over the years the transformative difference a Think Ahead mental health social worker can make, and just how vital their role and relationship is. As one person supported by a mental health social worker put it: "Unlike a doctor or nurse who looks at your symptoms and treatment, they look at your whole life."

It's against this backdrop that we must also acknowledge the difficult times we face as an organisation. We were deeply disappointed by the recent decision from the Department of Health and Social Care not to continue funding the Think Ahead programme for the 2026 Cohort and beyond. While our 2025 Cohort will go ahead as planned, the withdrawal of this support poses significant challenges for our future.

Although saddened by this decision, our belief in the importance of our mission is as strong as ever.

As we look to the next chapter, we remain firmly committed to advocating for the role of mental health social work and for social approaches to be embedded in training and development for the wider mental health workforce, for the people who dedicate their careers to it, and for the individuals and communities whose lives are transformed by it.

Thank you to everyone who has walked with us over the past decade - we look forward to what we can build together in the years ahead.

## Trustee's annual report

The Trustees present their report and the audited financial statements for the year ended 31<sup>st</sup> March 2025.

The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounts and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

### About us

Founded in 2014, Think Ahead launched its flagship mental health social work training programme to embed the social approach in mental health services and attract passionate professionals into the sector. Every year, we recruit up to 160 graduates and career-changers into mental health: providing a combination of academic learning and practice-based training through placements in NHS mental health trusts and local authorities across England.

We advocate for a social approach in mental health services, knowing what a profound effect complex life issues can have on people's mental health and wellbeing. We also advocate for the mental health workforce itself, knowing that effective support can only exist if there is a thriving workforce empowered to deliver it.

**Our vision is** a thriving mental health workforce able to support people to live the life they want and deserve.

**Our mission is** to recruit, train and promote a thriving mental health workforce. We advocate for professionals to have the resources needed to deliver the right support at the right time.

### Looking back

#### **Our flagship mental health social work programme – investing in the workforce**

This year we were pleased to welcome 162 trainees into our ninth cohort this year and see 131 of our second-year trainees graduate from the programme, entering the mental health workforce as newly qualified social workers.

Our trainees contribute to a wide range of adult mental health services, including: community mental health, perinatal services, forensic settings, services for older adults, learning disability teams, and early intervention in psychosis. In 2024/25, we partnered with NHS trusts and local authorities in 25 of the 42 Integrated Care Systems in England.

Under the supervision of dedicated Think Ahead consultant social workers, our trainees support people living with severe and long-lasting mental health needs from the start of the programme. Trainees qualify with a postgraduate diploma in social work from our academic partner, Middlesex University, in their first year, and build expert knowledge and confidence

by completing a master's degree in social work and an assessed and supported year in employment (ASYE) as newly qualified social workers in their second year.

Continuous improvement remains central to our approach. Through ongoing engagement with trainees, operational leads in our partner organisations, and people with lived experience of mental health services, we regularly review and refine our programme to ensure it meets the evolving needs of practitioners, services, and communities. In addition to safeguarding the quality and safety of the trainee experience, we have placed increasing emphasis on understanding and enhancing the impact our partnerships have within NHS trusts and local authorities.

We are proud to report that in 2024, 90% of our workforce partners told us that Think Ahead social workers deliver meaningful support to their service users and 86% of workforce partners believe our social workers make an impact within their first year in the team.

### **The Alumni Community – building value and leadership**

We are committed to ensuring our alumni have the training, support and opportunities to thrive in their careers. With over 800 members, our alumni community provides past trainees and the senior social workers involved in their training with a space to connect and learn from one another.

We work with alumni on three key areas: growing a community of support, continued professional development to progress in their careers, and opportunities to contribute to our flagship training programme. In a recent survey of the community, 65% of respondents confirmed that our training and CPD opportunities were the most valuable to them, with one person explaining:

*“ [it is] high quality training that feels different from on-the-job training. I feel it comes from a different angle that adds interest and deeper understanding.”*

Our event series this year covered a range of topics from Leadership, Ethical Practice and Disability Awareness to a Neurodiversity series in partnership with BASW. Our training sessions “Transgender awareness for social workers: Gender identity, human rights and the law” and “Working with Refugees and Asylum Seekers” were two of the most popular to date.

The Alumni Community partnered with the educational charity, With Insight Education, who are working to ensure Black-heritage students are represented at university and in careers. Members of our [alumni community](#) spoke to Black secondary school students, to broaden the students' understanding of the mental health sector and the career options available to them. Alumni took part in an online event and facilitated a workshop for careers week at Highgate Woods School.

Our peer mentoring programme, launched last year, has come to fruition with 100% of the mentees reporting they would recommend the scheme to other Think Ahead trainees. We matched 20 final year trainees with 20 alumni to support them as they navigate the completion of their academic studies, alongside the responsibilities of their first year as a qualified social worker. Mentors and mentees connected through online and in person check ins, discussing topics such as workload, case management and deadlines.

## Continuing professional development with our consultant social workers

Placement learning on our flagship programme is led by consultant and associate consultant social workers. This year, we worked with 70 consultant social workers in our partner organisations, each one receiving free training from us on leadership themes, including anti-discriminatory practice, human rights and ethical practice, and self-compassion and resilience in social work practice.

We also trained 15 of them to become practice educators through our accredited, postgraduate Practice Educator Professional Standards Level 1 and 2 programme. Each of these practitioners is now qualified to support and assess not only Think Ahead's trainees but social workers training with other higher education institutions, as well as newly qualified social workers in adult services completing their assessed and supported year in employment (ASYE), adding to the impact of our programme in the wider mental health workforce.

## Wider support for the mental health workforce

We worked in partnership with a range of organisations to support the workforce and people living with mental health needs.

- **Substance use training** - We launched a new substance use training course for qualified social workers supporting people living with mental health and substance use issues. According to [national statistics for substance misuse](#)<sup>1</sup>, almost three-quarters (72%) of adults starting treatment are also experiencing mental health issues. Unfortunately, when someone's mental health is suffering and they're using harmful substances, they can be blocked from the services that should be there to support them. Social workers are often the best placed professionals to support people navigating complex challenges but – with limited training in the area – they can feel ill-equipped to address substance use issues.

This programme brought together 30 social workers from across England with varying levels of experience in mental health and substance use services. The training provided key interventions to support people to assess their motivation and willingness for change, and to find ways to reduce the harm caused by substance use. It has been hugely successful with participants who reported an eight-fold increase in confidence in their abilities after the course. 92% said they would recommend the training to others and 100% rated the overall quality of the training as high or very high. Looking forward we will offer mental health and substance use training to a wider audience.

- **Individual Placement and Support – (IPS)** – IPS is an evidence-based employment support approach that helps people with severe mental illness find meaningful work. Through our joint project with Social Finance, funded by NHS England, we provided specialist recruitment support to IPS services across the country. This included developing a recommended recruitment approach, creating central assets and designing a bespoke training series for all IPS providers. We also produced a promotional film to highlight the nature of IPS roles and the impact they can have. We ran a national digital campaign to reach a wider audience of potential applicants using this film. Looking

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<sup>1</sup> Accredited official statistics, adult substance misuse treatment statistics 2023 to 2024. Published Nov 2024

forward, we will continue our partnership with Social Finance to increase engagement with policymakers and providers, including co-producing the first national IPS conference in October 2025.

- **Supporting the approved mental health professionals (AMHPs) network** – AMHPs are qualified professionals responsible for the co-ordination and conduct of assessments for the compulsory admission of people to hospital under the Mental Health Act. They bring an independent and social perspective to assessing vulnerable people in crisis, upholding their human rights and considering alternatives to detention. 93% of AMHPs are qualified social workers. Funded by Partners in Care and Health, we worked across 20 local authorities and mental health trusts to design and deliver five regional events, reaching over 300 people, to facilitate the embedding of new AMHP National Service Standards. This supported the workforce directly, strengthened understanding between partner agencies, and, importantly, improved the experience of people receiving support.

### **Policy, advocacy and knowledge sharing**

We continue to advocate for socially informed approaches in mental health services and a workforce equipped to address the impact of the social determinants of mental health, including poverty, poor or insecure housing, and relationships, on people's lives. Drawing on evidence from our programme, partners, participants and our Lived Experience Partners, we continue our work to inform policy, champion the profession, and amplify the voices of trainees, alumni, and people with lived experience.

This year, we launched Social Work Matters: a campaign to highlight the vital but often overlooked role of social workers in mental health. We called for the NHS workforce plan to include a target of 24,000 more mental health social workers in the workforce by 2034. This would give everyone with severe mental illness access to a mental health social worker through the NHS.

We also responded to several key consultations and inquiries: the inquiry into Community Mental Health Services, and into the Cost of Inaction on Adult Social Care Reform (both run by the Health and Social Care Select Committee), and the NHS Change Consultation. In each, we made the case for placing social approaches at the heart of mental health care. We highlighted how mental health social workers connect services, expand clinical perspectives, and bring care closer to communities.

We have contributed our expert perspectives to a number of national working groups, including the Approved Mental Health Professional Network, Social Work England's Practice Development Group, and the British Association of Social Workers' Mental Health Group.

We also participated in key sector roundtables with Ministers, MPs and civil servants, including:

- Mental Health Foundation roundtable at Labour Party Conference on local planning in the prevention of mental ill-health.
- Centre for Mental Health roundtable on mental health and substance misuse.
- British Association of Social Workers roundtable on the role of mental health social workers.
- A joint roundtable with the Cabinet Office and directors of other public sector fast-track programmes on how to improve partnership working across government and reduce contractual barriers.

This work strengthened our partnerships across the sector and helped shape shared priorities for the future of the mental health workforce.

## **Governance**

Our founding Chair, Professor Dame Carol Black CBE, stepped down from the Board in December 2024 having completed her full term as a trustee at Think Ahead. We are indebted to her leadership and advocacy for the development of the mental health workforce. Dame Carol remains connected to our work as our first Patron.

After an extensive recruitment campaign and process, Peter Hay CBE was appointed as Chair of the Board in December 2024. Five new trustees were appointed during the year to strengthen our commercial and public policy-related skills and to replace retiring trustees, who had for the most part completed their full terms.

As the landscape around our mission has started to shift with the introduction of major changes in health and social care systems and structures following the election of the new government in July 2024, the Board has recognised and planned for changes in our funding and reviewed our strategic priorities against this backdrop. In the period 2024/25 and beyond, our priorities are to:

- Secure new sources of income through partnerships, grant funding, and commissioned work that align with our mission and expertise in mental health and social work.
- Expand our portfolio of training and workforce development programmes to reach new markets, including local authorities, NHS trusts, and voluntary sector organisations.
- Strengthen and broaden strategic collaborations that address critical gaps in the mental health workforce, promote integrated care, and improve the quality and capacity of mental health services through innovation, education, and professional development.

## **Equality, diversity and inclusion**

We believe that diversity fundamentally strengthens teams, organisations, and the services they provide. At Think Ahead, we are committed to ensuring that equality, diversity and inclusion are embedded in everything we do, and we continue to seek new and meaningful ways to build an inclusive culture at every level of our charity.

- **Building an inclusive culture:** Our Equality, Diversity and Inclusion Action Group is employee-led and focuses on development and improvement in our internal systems and processes. This work ensures that our recruitment processes are free from bias, that we improve monitoring of staff diversity data, embed EDI training as part of our portfolio at all levels in the organisation, and take practical steps to inform our approaches to equality at all levels. In 2024, we continued our membership of the Employers Network for Equality and Inclusion to support our work around inclusion and allyship. Think Ahead is also a Disability Confident employer.
- **Diversity and representation on our mental health social work programme:** We are committed to improving representation within the mental health workforce to ensure that it is reflective of the diverse communities it supports. We actively encourage applications to our programme from people from underrepresented backgrounds in mental health social work, including people from Black, Asian and ethnically diverse communities, disabled people, those who identify as LGBTQ+, and men - who remain underrepresented within the sector.

In our 2024 cohort:

**26%** are from Black, Asian and ethnically diverse communities

**23%** are men

**15%** identify as part of the LGBTQ+ community

**12%** are disabled

These figures exceed sector averages, demonstrating the positive impact of our targeted recruitment practices and inclusive programme design.

We also recognise that barriers to postgraduate and professional education can limit access to regulated professions like social work. As part of our commitment to social mobility, we monitor key indicators in our recruitment process. In 2024, over a third (35%) of our trainees were eligible for free school meals during their school years– this is a notable increase from 17% when the programme began (for context, 25.7% of pupils in England are currently eligible). Additionally, 58% of our trainees were the first generation in their family to attend university, compared to 41% in 2017.

Our programme is fully funded for all trainees and we provide additional financial support through a hardship fund, recognising the financial pressures faced by students particularly people who are career changers or returning to education. In 2024/25, the hardship fund awarded non-repayable, discretionary grants of up to £3,000, supporting 27 trainees through periods of financial difficulty.

- **Our Lived Experience Partnership:** This is central to ensuring our mental health social work training, and broader work, are the best they can be for everyone. In 2024 our partners were directly involved with the recruitment and delivery of our mental health social work programme, helping to select applicants and facilitate workshops and practice assessments. We collaborated with our partners to share their powerful stories for Mental Health Awareness Week and engaged with them on policy consultations and calls for evidence. We continue to ensure the insights of our lived experience partners remain at the heart of our influencing work and everything we do.

## **Looking forward**

Our mission is to recruit, train and promote a mental health workforce fit for the future to enable the best support for people living with mental health needs.

We continue to develop and deliver our five-year strategy launched in 2023, to ensure people living with mental health needs can live the life they want and deserve. Our work remains focused in four strategic areas:

- Increase public and policy engagement with the mental health sector
- Identify research and innovation for workforce solutions
- Plug the gap between demand and supply in the mental health workforce
- Create an entrepreneurial outlook to increase our impact

Since the election of the new Government in 2024, we have advocated for the importance of mental health social workers in achieving their planned three shifts for the NHS – from analogue to digital, treatment to prevention and from hospital to community.

We will continue to advocate for recognition of the value of mental health social workers, and the wider mental health workforce, and the crucial support they provide to people across the country.

Looking to 2025/26 and beyond, Think Ahead will:

- Champion the mental health workforce through research, policy and campaigns.
- Develop new partnerships to support the mental health workforce, including with NHS trusts, local authorities, community-based not-for-profit organisations and independent providers.
- Offer high quality training and development, through our mental health social work programme and new mental health and substance use training.
- Advocate across the sector for a social approach to mental health.
- Put lived experience at the heart of everything we do.
- Ensure that our commitment to equity, diversity and inclusion in the mental health workforce drives our decision-making.

With over 1.8 million people waiting for mental health support, a social and community response to mental health issues has never been more needed.

Think Ahead will keep working alongside the sector to champion the mental health workforce, to bring it excellent recruitment and training opportunities, and to place social approaches to mental health at the forefront of care.

## **Structure, governance and management**

### **Constitution of the charity**

The organisation is a charitable company limited by guarantee, incorporated on 19 February 2016 and registered as a charity on 18 April 2016.

The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association.

### **Charitable objectives**

The charitable objectives of Think Ahead are:

- The advancement of education and training, in particular in the fields of mental health support, social work, social care and allied fields.
- The advancement of physical and mental health to improve standards of social care.
- To raise the awareness of mental health issues and promote research for the education of the public.
- The relief of those in need.

### **Our Board and governance**

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note seven to the accounts.

The day-to-day decisions and management of the charity is delegated by the trustees to the CEO and senior staff detailed on page 3.

### **Appointment of trustees**

The charity's governing document does not specify a time limit for the term of office for trustees. It does however require one third of the trustees, being those who have been longest in office since their last appointment or reappointment, to retire from office at the annual meeting when the accounts are adopted.

On retirement from their first term of office, a trustee can immediately be reappointed for a second term. Following a second term a trustee generally must take a year's break from office, although provisions are in place for a third consecutive term up to a maximum of three years at which point a trustee must retire from the Board, unless a Special Resolution of the members of the charity allows for a further year.

### **Trustee induction and training**

The current trustees have a good knowledge and understanding of the charity, its flagship programme, its strategic objectives and their responsibilities as trustees. Induction processes for new trustees include background information on the charity, its strategy, aims and governance arrangements as well as opportunities to meet key staff members, trainees on the programme and members of the Lived Experience Partnership who work closely with staff to deliver the charity's aims.

### **Related parties and relationships with other organisations**

There were no transactions with related parties or relationships with other organisations during the year.

### **Remuneration policy for key management personnel**

The trustees consider that the senior leadership team as detailed on page 3 comprises the key management personnel of the charity. The trustees decide the reward strategy and annual remuneration for the CEO whilst the pay for the remainder of the senior leadership team is delegated to the CEO. The charity's remuneration policy allocates a salary range to each position which is based on external benchmarking.

### **Principal risks and uncertainties**

Trustees have overall responsibility for risk management and in line with their policy maintain a risk register. However, the trustees also recognise that, for the risks to be identified and managed successfully, there needs to be shared accountability throughout the organisation.

Risks are considered at a strategic, programme and operational level with the nature of the risk noted on the register along with an assessment of its likelihood and potential impact. The senior leadership team conducts a comprehensive audit of risks facing the charity on a quarterly basis and supports the Board to do the same. Dependent on the nature of the risk, its management will consist of either measures put in place to mitigate against the risk or, where an external risk is outside of the charity's control, a response plan.

The main strategic risks to the charity are:

- **Reliance on a single source of funding in the form of a contract from the Department of Health and Social Care (DHSC).** In the period 2024/25, the senior leadership team introduced a new Business Development strategy and developed new income streams to reduce this risk, including the IPS Grow project (funded by NHS England). The current DHSC contract extension covers cohorts for 2024/25 and 2025/26. In April 2025, the Department announced that it would not reprocur the existing Think Ahead mental health social work programme. Plans to manage and mitigate the resulting financial risk to the organisation are in place.
- **Changes in health and social care policy.** At the point of writing, there is a lack of clarity regarding the extent to which the new Government will support mental health workforce and social work initiatives. We mitigate this risk through sustained and effective engagement with key stakeholders across the sector and the influencing spectrum, and delivering strong external relations and public profile-building activities.

The main programme risks to the charity are:

- **Availability of Year Two job placement positions.** Availability of NHS and Local Authority funding means that long term workforce planning is challenging for service providers. This has resulted in changes in our partnership profile in 2024 and 2025, which impacts on the number of participants that we are able to recruit into the mental health social work programme. In mitigation, we have sought new delivery partnerships, including with voluntary sector organisations.
- **Lack of participant retention through Year Two of the programme.** Risk of early drop-out could impact the reputation of the charity. In mitigation of this the charity has implemented (and continues to refine) robust selection procedures, carefully places trainees in suitable locations and uses a range of in-person and online mechanisms for supporting trainee progress and implementing early additional help if they are struggling.
- **Reducing funding impacts the quality of delivery in the mental health social work programme.** We are focussing resources in the frontline of our programme management and operational support in order to maintain the highest standards of quality and delivery.

The main operational risk to the charity is:

- **Organisational capacity to deliver objectives.** Internal and external pressures associated with meeting diversification objectives and targets, while also delivering the Department of Health and Social Care contract, may impact the organisation's capacity to achieve all goals at the desired pace and scale. This is mitigated by ensuring any new work is sufficiently budgeted to include new resourcing, recruiting new staff as needed and having a robust set of key performance indicators and measures to give advance warning of any potential delivery issues.

## Fundraising

The charity does not engage in public fundraising. The charity nevertheless observes and complies with the relevant fundraising regulations and codes. During the year there were no compliance issues arising from the regulations and codes, and the trustees received no complaints relating to its fundraising practice.

## Financial performance

### Income

Think Ahead had income of £8.8 million for the year (2024: £9 million) from the Department of Health and Social Care (DHSC) to operate the Think Ahead programme as detailed in note three to the accounts. A further £265k of income (2024: £234k) was received from other consultancy projects.

### Expenditure

Overall expenditure for the year totalled £9.083 million. Expenditure relating to the delivery of the programme was £8.875 million during the year (2024: £8.9 million). Expenditure relating to secondary activities totalled £138k, business development £66k and policy work £3k.

The cost of recruiting trainees and delivering training to them accounted for 89.4% of total expenditure (2024: 89%). Indirect costs totalled 8.3% of expenditure (2024: 8%) and secondary activity costs totalled 2.3%.

The charity's direct training programme itself cost £7.1 million (2024: £7.2 million) equating to 78% (2024: 77%) of charitable expenditure. These costs included payment to partners supplying academic tuition and workplace training facilities, as well as bursary payments to trainees on the programme. The intensive training approach in our programme requires robust trainee recruitment processes, and the direct cost of these recruiting activities totalled £1.1 million (2024 £1.1 million), 12% of the total expenditure.

Total reserves at the close of the 2023/24 accounting period stood at £1.024 million, comprising £380k designated fund, £425k Think Ahead Contingency Fund, £215k surplus, and £4k general reserve.

It was agreed with DHSC that of the £215k surplus from 2023/24, £110k would be invested in funding two additional participants on the programme (increasing numbers from 160 to 162). The remaining £105k was returned to DHSC during the year. Of the £110k set aside, £57k was spent during 2024/25, leaving £53k to be carried forward.

The Participant Resumption Fund was established during the year to allocate income received for future use when participants resume their studies following an interruption. Of the £47k set aside, £22k was spent during the year, leaving a balance of £25k.

At the end of the current reporting period, £162k of the designated fund had been spent, leaving £217k to be carried forward. The Think Ahead Contingency Fund remains at £425k, and the general reserve has increased to £87k. The surplus on the Think Ahead programme for 2024/25 was £106k which is shown as part of general funds in Note 15. In total, £912k will be carried forward at the end of 2024/25.

### Reserves policy

In considering the reserves requirements, trustees consider the nature of the charity's aims and its business model. At their meeting of 31 January 2024, trustees determined that, in order to cover any future costs not included in the existing contract, such as an orderly wind down if required, suitable unrestricted reserves should be held in a range. This range should

be between £280k and £480k. We hold a Think Ahead Contingency Fund of £425k, together with the 2024/25 surplus from the flagship programme and general reserves of £87k. The current available reserve fall within this overall range.

### **Going concern**

The Trustees and Directors have considered the appropriateness of preparing the financial statements on a going concern basis. In making this assessment, they have reviewed the organisation's financial position, reserves, cash flow forecasts, and projected income and expenditure for a period of at least twelve months from the date of approval of these financial statements.

Think Ahead has secured confirmed funding from the Department of Health and Social Care (DHSC) of £3.65 million for the financial year ending 31 March 2027, and £0.622 million for the financial year ending 31 March 2028. This provides the organisation with a clear basis for continuing its activities and meeting its obligations over the next twelve months and beyond.

In addition, the organisation holds reserves as set out above. These reserves provide a strong financial buffer to support operations and mitigate risks during the transition period.

The Trustees/Directors note that the DHSC-funded programme is being wound down over the period to 2027/28, with no new cohorts being funded. While this will result in a reduction in the scale of operations, the organisation is actively planning for transition to a smaller operating base. A programme of work is underway to diversify income streams and to ensure that the charity remains sustainable beyond the DHSC funding period.

Taking these factors into account, the Trustees/Directors are satisfied that the organisation has sufficient resources to continue in operational existence for the foreseeable future, and that there are no material uncertainties that cast significant doubt on its ability to continue as a going concern in the next 12 months. Accordingly, the financial statements have been prepared on a going concern basis.

### **Statement of trustee's responsibilities**

The trustees (who are also directors of The Think Ahead Organisation for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2025 was nine (2024: twelve). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity. The Trustees' Annual Report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

The Trustees' Annual Report has been approved by the trustees on 2 December 2025 and signed on their behalf by:

**Peter Hay CBE**

**Chair**

## Independent auditor's report to the members of The Think Ahead Organisation

### Opinion

We have audited the financial statements of The Think Ahead Organisation (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those

standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' 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 Think Ahead Organisation'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 trustees with respect to going concern are described in the relevant sections of this report.

### Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual 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 trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

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

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

### **Auditor's responsibilities for the audit of the financial statements**

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

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 are set out below.

### **Capability of the audit in detecting irregularities**

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

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

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

Joanna Pitman (Senior statutory auditor)  
5 December 2025  
for and on behalf of Sayer Vincent LLP, Statutory Auditor  
110 Golden Lane, LONDON, EC1Y 0TG

The Think Ahead Organisation  
Statement of Financial Activities (incorporating an income and expenditure account)  
For the period ended 31 March 2025

|                                                                              |             |                       | 2025                           | 2024                           |
|------------------------------------------------------------------------------|-------------|-----------------------|--------------------------------|--------------------------------|
|                                                                              | <u>Note</u> | Unrestricted<br>Funds | Year<br>to<br>31 March<br>2025 | Year<br>to<br>31 March<br>2024 |
|                                                                              |             | £                     | £                              | £                              |
| <b>Income from:</b>                                                          |             |                       |                                |                                |
| Charitable activities                                                        |             |                       |                                |                                |
| Think Ahead Programme                                                        | 3           | 8,786,274             | 8,786,274                      | 9,008,666                      |
| Other Charitable activities                                                  |             | 264,757               | 264,757                        | 234,311                        |
| Return of unspent DHSC income (prior year)                                   |             | (105,291)             | (105,291)                      | -                              |
| Donations and other income                                                   |             | 820                   | 820                            | 432                            |
| Investment income                                                            |             | 24,760                | 24,760                         | 6,435                          |
| <b>Total incoming resources</b>                                              |             | <b>8,971,320</b>      | <b>8,971,320</b>               | <b>9,249,844</b>               |
| <b>Expenditure on:</b>                                                       |             |                       |                                |                                |
| Raising funds                                                                |             |                       |                                |                                |
| Business development                                                         |             | 66,475                | 66,475                         | 110,946                        |
| Policy & research                                                            |             | 3,001                 | 3,001                          | 30,085                         |
| Charitable activities                                                        |             |                       |                                |                                |
| Think Ahead Programme                                                        |             | 8,875,436             | 8,875,436                      | 8,947,602                      |
| Other Charitable activities                                                  |             | 138,069               | 138,069                        | 181,969                        |
| <b>Total expenditure</b>                                                     | 4a          | <b>9,082,981</b>      | <b>9,082,981</b>               | <b>9,270,602</b>               |
| <b>Net income / (expenditure) and net movement<br/>in funds for the year</b> | 6           | <b>(111,661)</b>      | <b>(111,661)</b>               | <b>(20,758)</b>                |
| <b>Reconciliation of funds</b>                                               |             |                       |                                |                                |
| Total funds brought forward                                                  |             | 1,024,027             | 1,024,027                      | 1,044,785                      |
| <b>Total funds carried forward</b>                                           |             | <b>912,367</b>        | <b>912,367</b>                 | <b>1,024,027</b>               |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 13 to the Financial Statements.

**THINK AHEAD ORGANISATION**  
**Company number: 10015893**  
**Balance Sheet**  
**As at 31 March 2025**

|                                                         | <u>Note</u> | 31 March<br>2025 | 31 March<br>2024 |
|---------------------------------------------------------|-------------|------------------|------------------|
|                                                         |             | £                | £                |
| <b>Fixed assets:</b>                                    | 11          | -                | 8,209            |
| <b>Current assets:</b>                                  |             |                  |                  |
| Debtors and prepayments                                 | 12          | 2,421,217        | 1,225,134        |
| Cash at bank and in hand                                |             | 1,185,587        | 4,075,809        |
|                                                         |             | <hr/>            | <hr/>            |
|                                                         |             | 3,606,804        | 5,300,943        |
|                                                         |             | <hr/>            | <hr/>            |
| <b>Current Liabilities:</b>                             |             |                  |                  |
| Creditors: amounts falling due within one year          | 13          | 2,694,437        | 4,035,678        |
|                                                         |             | <hr/>            | <hr/>            |
|                                                         |             | 2,694,437        | 4,035,678        |
|                                                         |             | <hr/>            | <hr/>            |
| <b>Net Current Assets</b>                               |             | 912,367          | 1,265,265        |
|                                                         |             | <hr/>            | <hr/>            |
| <b>Total Fixed and Net Current Assets</b>               |             | 912,367          | 1,273,474        |
| <b>Liabilities:</b>                                     |             |                  |                  |
| Creditors: amounts falling due after more than one year | 14          | -                | 249,447          |
| <b>Net Assets</b>                                       |             | 912,367          | 1,024,027        |
| <b>The funds of the charity:</b>                        |             |                  |                  |
| Unrestricted funds                                      |             | 192,890          | 219,519          |
| Designated Funds                                        |             | 719,477          | 804,508          |
|                                                         |             | <hr/>            | <hr/>            |
|                                                         |             | 912,367          | 1,024,027        |
|                                                         |             | <hr/>            | <hr/>            |

APPROVED by the Trustees on 2 December 2025 and signed on their behalf by:

Peter Hay CBE  
Chair

**The Think Ahead Organisation**  
**Statement of cash flows**

**For the year ending 31 March 2025**

|                                                              |                    | <b>Year to<br/>31 March<br/>2025</b> | <b>Year to<br/>31 March<br/>2024</b> |
|--------------------------------------------------------------|--------------------|--------------------------------------|--------------------------------------|
|                                                              | <u><b>Note</b></u> |                                      |                                      |
| <b>Cash flows from operating activities</b>                  |                    |                                      |                                      |
| <b>Net cash provided by / (used in) operating activities</b> | 16                 | (2,914,983)                          | (429,022)                            |
| <b>Cash flows from investing activities:</b>                 |                    |                                      |                                      |
| Dividends, interest and rents from investments               | 24,760             | 6,435                                |                                      |
| Proceeds from the sale of fixed assets                       | -                  | -                                    |                                      |
| Purchase of fixed assets                                     | -                  | -                                    |                                      |
| Proceeds from sale of investments                            | -                  | -                                    |                                      |
| Purchase of investments                                      | -                  | -                                    |                                      |
|                                                              |                    |                                      |                                      |
| <b>Net cash provided by investing activities</b>             |                    | 24,760                               | 6,435                                |
|                                                              |                    |                                      |                                      |
| <b>Change in cash and cash equivalents in the period</b>     |                    | (2,890,223)                          | (422,587)                            |
| Cash and cash equivalents at the beginning of the period     |                    | 4,075,809                            | 4,498,396                            |
|                                                              |                    |                                      |                                      |
| <b>Cash and cash equivalents at the end of the period</b>    |                    | <b>1,185,587</b>                     | <b>4,075,809</b>                     |

**1 Accounting policies**

**1.1 Statutory information**

The Think Ahead Organisation is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is Unit 318, The Record Hall, 16-16a Baldwins Gardens, London, EC1 N 7RJ.

**1.2 Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

Key judgements that the charitable company has made which have a significant effect on the accounts include the treatment of bursary payments as described more fully in Note 1.9 below.

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**1.3 Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**1.4 Going concern**

The Trustees consider there are no material uncertainties about the charitable company's ability to continue as a going concern. In reaching this conclusion they have in particular considered the financial stability secured by a contract with the Department of Health and Social Care ("DHSC") for ongoing delivery of the 2022 and 2023 Cohorts, as well as a contract extension to cover two further Cohorts of Participants (the 2024 and 2025 Cohorts) thereby providing core income extending into financial year ending 31 March 2028. In addition, a new business development team has been established with the intention that significant new sources of funding can be secured, thereby giving the charitable company a more diverse and sustainable funding base.

**1.5 Income**

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

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

With regard to income arising under the primary Contract for the Provision of Services entered into with DHSC, as referred to in Note 1.4 above, some elements of total income are specifically identified as being related to certain categories of expenditure. Only those income elements which relate to expenditure which is committed to and binding upon the charity as at 31 March 2025 has been recognised during the year. Such income elements as have been received from DHSC prior to 31 March 2025, but which relate to expenditure not at that date binding upon the charity, have been deferred.

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

Under the terms of the DHSC contract, the organisation is entitled to reimbursement of bursary costs once the bursary obligations have been incurred. Although the bursary payments had not yet been disbursed to beneficiaries at the reporting date, the organisation had, by that date, incurred an obligation to make those payments in accordance with the contractual terms. As the organisation has thereby earned the right to receive the related funding from DHSC for the bursaries committed, the corresponding income has been accrued in the financial statements. This approach reflects the stage of completion of the contracted service and provides a faithful representation of the organisation's financial position by matching income with the associated expenditure and liability.

**1.6 Interest receivable**

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

**1.7 Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund. The primary activity of the charity is the implementation of the Think Ahead Programme, a graduate training scheme for mental health social workers. During the previous year the Programme remained partly funded by grant income from DHSC. The grant funding related to expenditure for the 2020 and earlier Cohorts and all income and expenditure relating to those elements of the Programme was dealt with as Restricted activity. As per Note 1.4 above the Programme is now fully governed by a procurement contract (as amended). Those elements of the Programme are reported as Unrestricted activity.

As explained in the above section on restricted funds unrestricted funds includes those elements of the Think Ahead Programme which are governed by a procurement contract with DHSC. Therefore income and expenditure relating to the delivery of all active Cohorts are dealt with as unrestricted activity. Also included are donations and other incoming resources received or generated for the charitable purposes.

Designated Funds are unrestricted funds earmarked by the trustees for particular purposes. During the year a series of Designated Funds were established, as recorded in Note 14a and the sub-Notes thereto.

**1.8 Expenditure and irrecoverable VAT**

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

- Recruitment function - expenditure relating to the identification of potential candidates to become Participants on the Programme; assessment of those candidates and selection as confirmed Participants.
- Programme function: expenditure relating to the delivery of the Programme, to include: liaising with the Academic Partner (Middlesex University) regarding delivery of the academic content of the Programme; identifying potential candidate Host Organisations; negotiating Delivery Agreements whereby confirmed Host Organisations undertake the delivery of the placement learning content of the Programme; providing support to Participants through the team of Practice Specialists; providing financial and logistic support to Participants, primarily by means of bursary payments; providing logistic and administrative support for the Programme generally. Expenditure is recognised when services are received (with the exception of bursaries, covered in Note 1.9 below). For the Host Organisations providing placements for units of typically four Participants, the fees payable to them under the governing Delivery Agreements are paid in three instalments. Expenditure relating to the first and second instalments is recognised in the reporting period in which the services are provided. In previous years, the charity accrued for expenditure relating to the third instalment, which is payable in July following the reporting date. Although the services provided by the Host in consideration of third instalment are delivered in the subsequent reporting period, the charity recognised an accrual on the basis that a constructive obligation existed under the Delivery Agreements. However, following changes to the host agreements, these costs no longer meet the definition of a liability at the reporting date, as the charity no longer has a present obligation. As a result, the policy of accruing these costs at the balance sheet date has been discontinued. This change is due to the contractual changes rather than an error. The change has been applied prospectively from 1 April 2024. The effect of the change is a reduction in accruals of £521,000 and a corresponding reduction in expenditure for the year ended 31 March 2025. There is no impact on prior-year balances.

# 1 Accounting policies (continued)

## 1.8 Expenditure and irrecoverable VAT (continued)

- External Relations, and Evaluation functions - expenditure relating to promoting awareness of the existence and content of the Programme, so as to facilitate the recruitment of potential Participants and Host Organisations: to include written publications, production of visual media, use of website and other social media. Additionally, evaluation of the impact of the Programme, using both internal resources and external consultants.
- Business development function - expenditure relating to the identification of potential new funded activities, and the delivery thereof as and when secured. This includes a policy and research arm, seeking to inform the charity as to current issues and trends in the mental health landscape so as better to position the charity to optimise delivery of its existing activities and to identify suitable new activities, all in line with the overall charitable objectives.

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

## 1.9 Grants payable

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

Grants are made under the Think Ahead Programme in the form of bursary payments to the Participants. These bursary payments are governed by a Participant Training Agreement entered into between the charity and each Participant. The total amount of the bursary payment covers a period of thirteen months from July of one calendar year (when the Participant begins the Programme) up to July of the following calendar year (when the Participant achieves a Postgraduate Diploma in Social Work). As at the accounting year end of the charity, therefore, four further instalments of the bursary have yet to be paid. Since the charity has a commitment to pay these further instalments, an accrual for the remaining instalments has been recognised in the accounts.

## 1.10 Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

Direct staff and support costs are salary and overhead costs of the operational department responsible for that activity.

Senior management remuneration costs are apportioned between operational and support activities dependent on time spent. This results in the following allocation:

|                                    | Direct (operational) | Indirect (support) |
|------------------------------------|----------------------|--------------------|
| CEO                                | 75%                  | 25%                |
| Programme and Recruitment Director | 100%                 | -                  |
| External Relations Director        | 100%                 | -                  |
| Finance and Operations Director    | -                    | 100%               |

These apportionments are effected in the "Apportion Staff Costs" line of Note 4. Two further apportionments are made there, those being (1) to apportion those staff costs for the Policy and Research function to the Raising Funds section and (2) to apportion the remaining staff costs for the External Relations department in line with the next paragraph.

External relations costs are considered to be direct operational costs in support of the primary operational functions of recruitment and programme. They are respectively apportioned at 70% to recruitment and 30% to programme, on the basis of time spent. This apportionment is applied to support costs in the lower section of Note 5.

Indirect staff and support costs are the costs of overall direction and administration of each activity, comprising the salary and overhead costs of the central and governance functions. These have been respectively apportioned at 20% to recruitment and 80% to programme on the basis of time spent. This apportionment is applied in the lower section of Note 4.

## 1.11 Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

## 1.12 Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,750. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

The only assets capitalised relate to tenant's improvements to the office premises at the Record Hall, Baldwins Gardens, London EC1N 7RJ, being building works, audio visual equipment, and door security systems. The value of those works / assets will be amortised over the 3 year duration of the Lease of the Record Hall which commenced as of 27 September 2021.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

|                                            |         |
|--------------------------------------------|---------|
| Leasehold property - tenant's improvements | 3 years |
|--------------------------------------------|---------|

## 1.13 Debtors

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

## 1.14 Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months. At the reporting period end the charity did not hold any short term deposits.

# 1 Accounting policies (continued)

## 1.15 Cash at bank and in hand

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

## 1.16 Creditors and provisions

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

## 1.17 Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

# 2 Detailed comparatives for the statement of financial activities

|                                                                          | Unrestricted Funds | Year to 31 March 2024 |
|--------------------------------------------------------------------------|--------------------|-----------------------|
|                                                                          | £                  | £                     |
| <b>Income from:</b>                                                      |                    |                       |
| Charitable activities                                                    |                    |                       |
| Think Ahead Programme                                                    | 9,008,666          | 9,008,666             |
| Other Charitable Activity Income                                         | 234,311            | 234,311               |
| Investment income                                                        | 6,435              | 6,435                 |
| Other income                                                             | 432                | 432                   |
| <b>Total incoming resources</b>                                          | <b>9,249,844</b>   | <b>9,249,844</b>      |
| <b>Expenditure on:</b>                                                   |                    |                       |
| Raising funds                                                            |                    |                       |
| Business development                                                     | 110,946            | 110,946               |
| Policy & research                                                        | 30,085             | 30,085                |
| Charitable activities                                                    |                    |                       |
| Think Ahead Programme                                                    | 8,947,603          | 8,947,603             |
| Other Charitable Activity Expenditure                                    | 181,969            | 181,969               |
| <b>Total expenditure</b>                                                 | <b>9,270,602</b>   | <b>9,270,602</b>      |
| <b>Net income / (expenditure) and net movement in funds for the year</b> | <b>(20,758)</b>    | <b>(20,758)</b>       |
| <b>Reconciliation of funds</b>                                           |                    |                       |
| Total funds brought forward                                              | 1,044,785          | 1,044,785             |
| <b>Total funds carried forward</b>                                       | <b>1,024,027</b>   | <b>1,024,027</b>      |

# 3 Income from Charitable Activities

|                                            | Unrestricted Funds | 2025 £           | 2024 £           |
|--------------------------------------------|--------------------|------------------|------------------|
| <b>Think Ahead Programme:</b>              |                    |                  |                  |
| Contract payments received from DHSC       | 8,786,274          | -                | 9,008,666        |
| Return of unspent DHSC income (prior year) | (105,291)          | (105,291)        | -                |
|                                            | <b>8,680,983</b>   | <b>8,680,983</b> | <b>9,008,666</b> |
| <b>Other Charitable Activity Income</b>    | 264,757            | 264,757          | 234,311          |
|                                            | <b>8,945,740</b>   | <b>8,945,740</b> | <b>9,242,977</b> |

During year ending 31 March 2021, activity commenced for the recruitment of the 2021 Cohort and the activity relating to the 2021 cohort is concluded by year ending 31 March 2024. Continuing activity relating to the 2022 and 2023 Cohorts is funded by a procurement contract with DHSC. During year ending 31 March 2024, activity has commenced for the recruitment of the 2024 Cohort, and continuing activity relating both to this and the 2025 Cohort is funded by a Variation Agreement with DHSC. Income derived from both contracts is Unrestricted in nature.

## 4a Analysis of expenditure

|                                     | Charitable activities |                  |                                              |               |                     |                  | TOTAL<br>2025<br>£ | TOTAL<br>2024<br>£ |
|-------------------------------------|-----------------------|------------------|----------------------------------------------|---------------|---------------------|------------------|--------------------|--------------------|
|                                     | Recruitment           | Programmes       | External Relations,<br>Policy and Evaluation | Raising Funds | Governance<br>costs | Support<br>costs |                    |                    |
|                                     | £                     | £                | £                                            | £             | £                   | £                |                    |                    |
| Staff costs (Note 7)                | 334,067               | 910,554          | 352,023                                      | 53,239        | -                   | 479,944          | 2,129,828          | 2,178,084          |
| Apportion Staff Costs (Note 1.10)   | 298,333               | 145,308          | (352,023)                                    | -             | -                   | (91,617)         | -                  | -                  |
| Apportioned staff costs             | 632,400               | 1,055,862        | -                                            | 53,239        | -                   | 388,327          | 2,129,828          | 2,178,084          |
| <b>Think Ahead Programme:</b>       |                       |                  |                                              |               |                     |                  |                    |                    |
| Bursaries (see note below)          | -                     | 2,990,253        | -                                            | -             | -                   | -                | 2,990,253          | 2,695,503          |
| Other Participant support           | -                     | 50,565           | -                                            | -             | -                   | -                | 50,565             | 84,331             |
| Alumni                              | -                     | 7,055            | -                                            | -             | -                   | -                | 7,055              | 5,704              |
| Placement learning                  | -                     | 703,118          | -                                            | -             | -                   | -                | 703,118            | 1,173,088          |
| Academic tuition                    | -                     | 2,076,870        | -                                            | -             | -                   | -                | 2,076,870          | 2,041,959          |
| Monitoring, evaluation and research | -                     | 18,265           | -                                            | 3,001         | -                   | -                | 21,266             | 34,212             |
| Attraction of Participants          | 6,049                 | -                | -                                            | -             | -                   | -                | 6,049              | 3,575              |
| Selection of Participants           | 163,115               | -                | -                                            | -             | -                   | -                | 163,115            | 168,142            |
| Preparation for Programme           | 93,182                | -                | -                                            | -             | -                   | -                | 93,182             | 82,626             |
| Innovation Fund Initiatives         | -                     | 31,704           | -                                            | -             | -                   | -                | 31,704             | 630                |
| <b>Other Programmes:</b>            |                       |                  |                                              |               |                     |                  |                    |                    |
| Other Charitable Activities         | -                     | 138,069          | -                                            | -             | -                   | -                | 138,069            | 108,591            |
| Total support costs (Note 5a)       | 160,232               | 129,153          | -                                            | 1,698         | 47,123              | 333,704          | 671,910            | 694,156            |
|                                     | 1,054,976             | 7,200,912        | -                                            | 57,939        | 47,123              | 722,031          | 9,082,981          | 9,270,602          |
| Apportion Governance costs          | 8,718                 | 37,698           | -                                            | 707           | (47,123)            | -                | -                  | -                  |
| Apportion Support costs             | 133,576               | 577,625          | -                                            | 10,830        | -                   | (722,031)        | -                  | -                  |
| <b>Total expenditure</b>            | <b>1,197,270</b>      | <b>7,816,235</b> | <b>-</b>                                     | <b>69,476</b> | <b>-</b>            | <b>-</b>         | <b>9,082,981</b>   | <b>9,270,602</b>   |
| <b>Analysed as:</b>                 |                       |                  |                                              |               |                     |                  |                    |                    |
| Business development                | -                     | -                | -                                            | 66,475        | -                   | -                | 66,475             | -                  |
| Policy & research                   | -                     | -                | -                                            | 3,001         | -                   | -                | 3,001              | -                  |
| Think Ahead Programme               | 1,197,270             | 7,678,166        | -                                            | -             | -                   | -                | 8,875,436          | -                  |
| Other Charitable activities         | -                     | 138,069          | -                                            | -             | -                   | -                | 138,069            | -                  |
| <b>Total expenditure</b>            | <b>1,197,270</b>      | <b>7,816,235</b> | <b>-</b>                                     | <b>69,476</b> | <b>-</b>            | <b>-</b>         | <b>9,082,981</b>   | <b>-</b>           |

Grants are made under the Think Ahead Programme in the form of bursary payments to the individual Participants. For a detailed description of the bursaries, including as to timing and accounting treatment, see Note 1.9.

**4b Analysis of expenditure (Prior year)**

| Charitable activities             |                  |                  |                                              |                |                     |                  |                  |
|-----------------------------------|------------------|------------------|----------------------------------------------|----------------|---------------------|------------------|------------------|
|                                   | Recruitment      | Programmes       | External Relations,<br>Policy and Evaluation | Raising Funds  | Governance<br>costs | Support<br>costs | TOTAL<br>2024    |
|                                   | £                | £                | £                                            | £              | £                   | £                | £                |
| Staff costs (Note 7)              | 355,807          | 894,324          | 296,020                                      | 182,610        | -                   | 449,323          | 2,178,084        |
| Apportion Staff Costs (Note 1.10) | 252,088          | 123,122          | (296,020)                                    | 11,732         | -                   | (90,922)         | -                |
| Apportioned staff costs           | 607,895          | 1,017,446        | -                                            | 194,342        | -                   | 358,401          | 2,178,084        |
| Bursaries (see note below)        | -                | 2,695,503        | -                                            | -              | -                   | -                | 2,695,503        |
| Other Participant support         | -                | 84,331           | -                                            | -              | -                   | -                | 84,331           |
| Alumni                            | -                | 5,704            | -                                            | -              | -                   | -                | 5,704            |
| Placement learning                | -                | 1,173,088        | -                                            | -              | -                   | -                | 1,173,088        |
| Academic tuition                  | -                | 2,041,959        | -                                            | -              | -                   | -                | 2,041,959        |
| Monitoring and evaluation         | -                | 27,969           | -                                            | 6,243          | -                   | -                | 34,212           |
| Attraction of Participants        | 3,575            | -                | -                                            | -              | -                   | -                | 3,575            |
| Selection of Participants         | 171,546          | -                | -                                            | (3,404)        | -                   | -                | 168,142          |
| Preparation for Programme         | 82,626           | -                | -                                            | -              | -                   | -                | 82,626           |
| Innovation Fund Initiatives       | -                | 630              | -                                            | -              | -                   | -                | 630              |
| <b>Other Programmes:</b>          |                  |                  |                                              |                |                     |                  |                  |
| Other Charitable Activities       | -                | 181,969          | -                                            | (73,378)       | -                   | -                | 108,591          |
| Total support costs (Note 5b)     | 189,947          | 119,930          | -                                            | 6,180          | 45,186              | 332,914          | 694,156          |
|                                   | <b>1,055,589</b> | <b>7,348,529</b> | <b>-</b>                                     | <b>129,983</b> | <b>45,186</b>       | <b>691,315</b>   | <b>9,270,602</b> |
| Apportion Governance costs        | 8,359            | 36,149           | -                                            | 678            | (45,186)            | -                | -                |
| Apportion Support costs           | 127,893          | 553,052          | -                                            | 10,370         | -                   | (691,315)        | -                |
| <b>Total expenditure</b>          | <b>1,191,841</b> | <b>7,937,730</b> | <b>-</b>                                     | <b>141,031</b> | <b>-</b>            | <b>-</b>         | <b>9,270,602</b> |

| 5a Support Costs                              | Recruitment    | Programmes     | External Relations,<br>Policy and Evaluation | Raising Funds | Governance<br>costs | Support<br>costs | Total<br>2025  | Total<br>2024  |
|-----------------------------------------------|----------------|----------------|----------------------------------------------|---------------|---------------------|------------------|----------------|----------------|
|                                               | £              | £              | £                                            | £             | £                   | £                | £              | £              |
| Office costs                                  | 49,051         | 56,663         | 85,736                                       | 466           | 566                 | 313,722          | 506,202        | 560,438        |
| Website, publications and events              | -              | -              | 35,735                                       | -             | -                   | -                | 35,735         | 30,988         |
| Audit and accountancy                         | -              | -              | -                                            | -             | 17,040              | -                | 17,040         | 16,200         |
| Committee expenses                            | -              | -              | -                                            | -             | 7,400               | -                | 7,400          | 5,651          |
| Travel                                        | -              | 24,842         | 595                                          | 1,233         | -                   | 1,975            | 28,645         | 34,143         |
| Finance, insurance, legal & professional      | -              | -              | 36,765                                       | -             | 22,117              | 18,006           | 76,888         | 46,737         |
| Apportion External Relations and Impact costs | 111,181        | 47,649         | (158,830)                                    | -             | -                   | -                | -              | -              |
| <b>Total Support Costs (to Note 4a)</b>       | <b>160,232</b> | <b>129,153</b> | <b>-</b>                                     | <b>1,698</b>  | <b>47,123</b>       | <b>333,704</b>   | <b>671,910</b> | <b>694,157</b> |

| 5b | Support Costs (Prior year)                    | Recruitment    | Programmes     | External Relations, Policy and Evaluation | Raising Funds | Governance costs | Support costs  | Total          |
|----|-----------------------------------------------|----------------|----------------|-------------------------------------------|---------------|------------------|----------------|----------------|
|    |                                               | £              | £              | £                                         | £             | £                | £              | 2024<br>£      |
|    |                                               |                |                |                                           |               |                  |                |                |
|    | Office costs                                  | 116,277        | 62,216         | 72,071                                    | 2,330         | 18               | 307,525        | 560,438        |
|    | Website, publications and events              | -              | -              | 30,988                                    | -             | -                | -              | 30,988         |
|    | Audit and accountancy                         | -              | -              | -                                         | -             | 16,200           | -              | 16,200         |
|    | Committee expenses                            | -              | -              | -                                         | -             | 5,651            | -              | 5,651          |
|    | Travel                                        | 152            | 25,518         | 831                                       | 445           | 937              | 6,260          | 34,143         |
|    | Finance, insurance and legal                  | -              | 688            | 1,135                                     | 3,405         | 22,380           | 19,129         | 46,737         |
|    | Apportion External Relations and Impact costs | 73,518         | 31,507         | (105,025)                                 | -             | -                | -              | -              |
|    | <b>Total Support Costs (to Note 4b)</b>       | <b>189,947</b> | <b>119,930</b> | <b>-</b>                                  | <b>6,180</b>  | <b>45,186</b>    | <b>332,914</b> | <b>694,157</b> |

| 6 | Net Income / (Expenditure) for the year |                 | 2025    | 2024    |
|---|-----------------------------------------|-----------------|---------|---------|
|   |                                         |                 | £       | £       |
|   | This is stated after charging:          |                 |         |         |
|   | Auditors' remuneration excl VAT:        | Statutory audit | 14,200  | 13,500  |
|   |                                         | Other services  | -       | -       |
|   | Operating leases:                       | Property        | 162,574 | 145,085 |
|   |                                         | Other           | 8,799   | 8,771   |

## 7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

| Staff costs were as follows: |                                                                | 2025             | 2024             |
|------------------------------|----------------------------------------------------------------|------------------|------------------|
|                              |                                                                | £                | £                |
|                              | Salaries                                                       | 1,755,355        | 1,773,421        |
|                              | Social Security costs                                          | 175,368          | 179,697          |
|                              | Employer's contribution to defined contribution pension scheme | 132,595          | 130,658          |
|                              | Redundancy payment                                             | -                | 15,139           |
|                              | Recruitment and other costs                                    | 66,510           | 79,169           |
|                              |                                                                | <b>2,129,828</b> | <b>2,178,084</b> |

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

|                     | 2025 | 2024 |
|---------------------|------|------|
| £60,000 - £69,999   | 3    | 2    |
| £70,000 - £79,999   | 2    | 1    |
| £80,000 - £89,999   | -    | 1    |
| £90,000 - £99,999   | -    | 1    |
| £100,000 - £120,000 | 1    | -    |
| £120,000 - £129,999 | -    | 1    |

### Key management personnel:

The total employee benefits (including pension contributions and employers national insurance) of the key management personnel were £381,005 (2024: £529,453).

The charity trustees were neither paid nor received any other benefits from engagement with the charity in the period. No charity trustee received payment for professional or other services supplied to the charity.

Trustees' expenses represent the payment or reimbursement of travel, accommodation and subsistence costs totalling £2,646 (2024 - £2,630) incurred by or on behalf of four (2024 - four) members. These costs were connected with trustee meetings or other external events or activities of the charity.

## 8 Staff numbers

The average number of employees (head count based on number of staff employed) during the period was:

### Average headcount:

|                                   | 2025<br>Headcount | FTE         | 2024<br>Headcount | FTE         |
|-----------------------------------|-------------------|-------------|-------------------|-------------|
| Full time employees               | 32.3              | 31.8        | 30.6              | 30.0        |
| Part time and temporary employees | 7.6               | 6.3         | 8.1               | 6.9         |
|                                   | <b>39.9</b>       | <b>38.1</b> | <b>38.7</b>       | <b>36.9</b> |

Staff are split across the various functions of the charity as follows (headcount basis):

|                                   | 2025<br>Headcount | FTE         | 2024<br>Headcount | FTE         |
|-----------------------------------|-------------------|-------------|-------------------|-------------|
| Business Development              | 1.0               | 1.0         | 2.0               | 2.0         |
| Central Programme team            | 9.4               | 8.9         | 9.0               | 8.7         |
| External Relations and Evaluation | 6.2               | 5.9         | 5.7               | 5.2         |
| Finance and Executive             | 7.2               | 6.9         | 6.5               | 6.3         |
| Policy & research                 | 0.6               | 0.6         | 1.0               | 1.0         |
| Practice Specialist team          | 8.1               | 7.6         | 7.0               | 6.8         |
| Recruitment                       | 7.4               | 7.2         | 7.5               | 6.9         |
|                                   | <b>39.9</b>       | <b>38.1</b> | <b>38.7</b>       | <b>36.9</b> |

## 9 Related party transactions

No transactions with RPs and no donations from RPs.

## 10 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## 11 Tangible fixed assets

|                          | Fixtures and<br>fittings<br>£ | Total<br>£    |
|--------------------------|-------------------------------|---------------|
| <b>Cost</b>              |                               |               |
| At the start of the year | 45,276                        | 45,276        |
| Additions in year        | -                             | -             |
| Disposals in year        | -                             | -             |
| At the end of the year   | <b>45,276</b>                 | <b>45,276</b> |
| <b>Depreciation</b>      |                               |               |
| At the start of the year | 37,067                        | 37,067        |
| Charge for the year      | 8,209                         | 8,209         |
| Eliminated on disposal   | -                             | -             |
| At the end of the year   | <b>45,276</b>                 | <b>45,276</b> |
| <b>Net book value</b>    |                               |               |
| At the end of the year   | <b>-</b>                      | <b>-</b>      |
| At the start of the year | <b>8,209</b>                  | <b>8,209</b>  |

All of the above assets are used for charitable purposes.

| 12 | Debtors        | 2025<br>£        | 2024<br>£        |
|----|----------------|------------------|------------------|
|    | Trade debtors  | 7,920            | 573,456          |
|    | Other debtors  | 53,639           | 46,933           |
|    | Prepayments    | 147,920          | 78,181           |
|    | Accrued income | 2,211,737        | 526,564          |
|    |                | <b>2,421,217</b> | <b>1,225,134</b> |

Under the Variation Agreement with DHSC which governs the delivery of the 2024 and 2025 Cohorts, invoicing is rendered to DHSC in arrears. Hence the income relating to the delivery of the 2024 and 2025 Cohorts during the period January to March 2025 was invoiced in April 2025. This accounts for the largest component (£1,290,240) of the accrued income. As per Note 1.5 the charity also accrued income for bursary expenditure which amounts to £939,940. A negative component of £24,845 is also included, reflecting an income adjustment in favour of DHSC under the Original Contract which relates to participant withdrawals during the period January to March 2025.

| 13 | Creditors: amounts falling due within one year | 2025<br>£        | 2024<br>£        |
|----|------------------------------------------------|------------------|------------------|
|    | Trade Creditors                                | 289,079          | 1,023,905        |
|    | Taxation and Social Security                   | 42,200           | 62,632           |
|    | VAT                                            | 1,213            | 36,654           |
|    | Pensions                                       | 15,995           | 20,917           |
|    | Accruals                                       | 2,078,384        | 2,398,028        |
|    | Amortised rent free period                     | -                | 3,173            |
|    | Provision for dilapidations                    | 15,000           | 8,333            |
|    | Other Creditors                                | 204              | 324              |
|    | Deferred income                                | 252,363          | 481,711          |
|    |                                                | <b>2,694,437</b> | <b>4,035,678</b> |

"Deferred income" in both 2024 and 2025 relates to certain elements of income received from DHSC pursuant to the Original Contract for the Provision of Services but in respect of which the related expenditure was yet to be incurred as a binding commitment of the charity. The amount deferred under this Note 13 will be allocated to expenditure expected to be incurred during financial year ending 31 March 2026.

| 14 | Creditors: amounts falling due after more than one year | 2025<br>£ | 2024<br>£      |
|----|---------------------------------------------------------|-----------|----------------|
|    | Amortised rent free period                              | -         | -              |
|    | Provision for dilapidations                             | -         | -              |
|    | Deferred income                                         | -         | 249,447        |
|    |                                                         | <b>-</b>  | <b>249,447</b> |

"Deferred income" in 2024 relates to certain elements of income received from DHSC pursuant to the Original Contract for the Provision of Services but in respect of which the related expenditure was yet to be incurred as a binding commitment of the charity. The amount deferred under this Note 14 will be allocated to expenditure expected to be incurred during financial year ending 31 March 2026. No deferred income is falling due after more than one year as at year ending 31 March 2025.

The Think Ahead Organisation

Notes to the financial statements

For the year ending 31 March 2025

| 15a                              | Movements in funds (current year) | At 31 March<br>2024 | Income    | Expenditure      |                    |                 |             | Transfers | At 31 March<br>2025 |
|----------------------------------|-----------------------------------|---------------------|-----------|------------------|--------------------|-----------------|-------------|-----------|---------------------|
|                                  |                                   | £                   | £         | Staff Costs<br>£ | Support Costs<br>£ | Operations<br>£ | TOTAL<br>£  |           | £                   |
| General funds                    |                                   |                     |           |                  |                    |                 |             |           |                     |
|                                  | General Funds                     | 3,963               | 25,580    | -                | -                  | -               | -           | -         | 29,543              |
|                                  | Business Development              | -                   | 264,757   | (53,239)         | (16,237)           | (138,069)       | (207,545)   | -         | 57,212              |
|                                  | Think Ahead Programme             | 215,557             | 8,634,231 | (2,052,340)      | (655,544)          | (5,925,769)     | (8,633,653) | (110,000) | 106,135             |
| Total of General Funds           |                                   | 219,520             | 8,924,568 | (2,105,579)      | (671,781)          | (6,063,838)     | (8,841,198) | (110,000) | 192,890             |
| Designated Funds                 |                                   |                     |           |                  |                    |                 |             |           |                     |
| DHSC Re-investment Fund:         |                                   |                     |           |                  |                    |                 |             |           |                     |
|                                  | Alumni Development                | 56,000              | -         | -                | -                  | (13,200)        | (13,200)    | (26,000)  | 16,800              |
|                                  | Website Development               | 17,178              | -         | -                | -                  | (23,600)        | (23,600)    | 19,914    | 13,492              |
|                                  | Evaluation                        | 20,072              | -         | -                | -                  | (30,000)        | (30,000)    | 38,200    | 28,272              |
|                                  | Involvement Lead                  | 50,188              | -         | (24,249)         | (129)              | -               | (24,378)    | (5,023)   | 20,787              |
|                                  | Improving Applicant Experience    | 30,720              | -         | -                | -                  | (18,210)        | (18,210)    | (16,121)  | (3,610)             |
|                                  | Online Portal Development         | 25,041              | -         | -                | -                  | -               | -           | (15,041)  | 10,000              |
|                                  | Video Application System          | 40,419              | -         | -                | -                  | (13,421)        | (13,421)    | (20,419)  | 6,579               |
|                                  | Salesforce Development            | 18,520              | -         | -                | -                  | (7,776)         | (7,776)     | 62,480    | 73,224              |
|                                  | Innovation Fund                   | 121,370             | -         | -                | -                  | (31,704)        | (31,704)    | (37,990)  | 51,677              |
| Think Ahead Contingency Fund     |                                   | 425,000             | -         | -                | -                  | -               | -           | -         | 425,000             |
| DHSC Participant Resumption Fund |                                   | -                   | 46,752    | -                | -                  | (22,176)        | (22,176)    | -         | 24,577              |
| DHSC Cohort Expansion Fund       |                                   | -                   | -         | -                | -                  | (57,320)        | (57,320)    | 110,000   | 52,680              |
| Total Unrestricted funds         |                                   | 1,024,028           | 8,971,320 | (2,129,828)      | (671,910)          | (6,281,243)     | (9,082,981) | -         | 912,367             |
| Total funds                      |                                   | 1,024,028           | 8,971,320 | (2,129,828)      | (671,910)          | (6,281,243)     | (9,082,981) | -         | 912,367             |

The amount brought forward from the previous financial year of £1,024,028 was primarily derived from surpluses of income over expenditure relating to ongoing delivery of the 2021, 2022 and 2023 Cohorts under the flagship Think Ahead Programme. Discussion ensued between Think Ahead and DHSC over the disposition of such surpluses. Whilst it was acknowledged by DHSC that the contractual nature of the delivery agreement dictated that such surpluses belonged to Think Ahead, it was at the same time mutually recognised that the COVID crisis had fundamentally altered the conditions under which delivery of the Programme was undertaken, with the result that the surpluses were of a higher order than the parties would reasonably have expected. Hence the parties sought to agree a mutually acceptable plan to use the greater part of such surpluses to establish two Designated Funds.

The amount of £425,000 was to be set aside to form a **Think Ahead Contingency Fund**. This would be retained by Think Ahead as a safeguard against unforeseen future costs, or to facilitate an orderly winding down the Charity in the event that its ongoing viability could no longer be sustained.

A total amount of £534,000 was to be set aside as a resource to fund a series of future activities to be undertaken by Think Ahead, collectively to be known as the **DHSC Re-Investment Fund**.

The amounts forming the sub-Funds **Alumni Development** and **Evaluation** are intended to fund the continuation of those activities which support the flagship Programme but which are not directly funded for the 2024 and 2025 Cohorts by the governing Variation Agreement.

The amount forming the sub-Fund **Website Development** is intended to fund future improvement and enhancement of the Think Ahead website.

The amount forming the sub-Fund **Involvement Lead** is intended to fund the establishment of a new staff position dedicated to enhancing and expanding the contribution made to delivery of the flagship Programme by the members of the Lived Experience Partnership.

The four linked sub-Funds for **Improving Applicant experience**, **Online Portal Development**, **Video Application System**, and **Salesforce Development** are intended to fund the introduction and maintenance of new systems and processes which are designed to streamline and enhance the experiences of candidates and participants as they apply to join, and, if successful, progress through the Programme.

Finally the **Innovation** sub-Fund is intended as a resource for Think Ahead to use to identify new projects which complement, expand or enhance the existing scope of the flagship Programme. The current focus of deployment is the provision of Substance Misuse Training to external qualified social workers, and all reported expenditure relates to this.

The agreement between Think Ahead and DHSC to establish these Funds was recorded as part of Schedule 6 to the Variation Agreement extending funding to the 2024 and 2025 Cohorts. It was in turn confirmed by the Board of Trustees at their Meeting on 19 July 2023.

The subsequent change note for the **DHSC Re-Investment Fund** was signed to provide flexibility in the application of expenditure in order to support innovation in Programme delivery over the five-year period. The total value of the fund remains unchanged, with the revised phasing of spend detailed in Note 15a.

A surplus of £215,556 arose in relation to the delivery of the Think Ahead Programme for the year ended 31 March 2024, as disclosed in Note 15b. This has led to discussions with DHSC applying the Gainshare provisions of the governing Contract. These discussions have in turn led to the parties' agreeing to enter into a Change Authorisation Note as of 6 June 2024 whereby £110,000 from the surplus of £215,556 will be retained by Think Ahead and used to support the recruitment of an additional two Participants to form part of the 2024 Cohort (the **DHSC Cohort Expansion Fund**). The remainder of £105,291 (insofar as it relates to delivery of the 2021, 2022 and 2023 Cohorts) has been returned to DHSC via a deduction from the invoice raised on 7 January 2025, as detailed in Note 3.

|     |                                                                                                                                                                                                                                                                                                                                   |                       |                        |                       |                        |                    |                    |                     |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------|-----------------------|------------------------|--------------------|--------------------|---------------------|
| 15b | Movements in funds (prior year)                                                                                                                                                                                                                                                                                                   | At 31 March<br>2023   | Income                 | Expenditure           |                        |                    | Transfers          | At 31 March<br>2024 |
|     |                                                                                                                                                                                                                                                                                                                                   |                       |                        | Staff Costs           | Support Costs          | Operations         |                    |                     |
|     |                                                                                                                                                                                                                                                                                                                                   | £                     | £                      | £                     | £                      | £                  | £                  | £                   |
|     | Restricted funds                                                                                                                                                                                                                                                                                                                  | -                     | -                      | -                     | -                      | -                  | -                  | -                   |
|     | <b>Total Restricted funds</b>                                                                                                                                                                                                                                                                                                     | <b>-</b>              | <b>-</b>               | <b>-</b>              | <b>-</b>               | <b>-</b>           | <b>-</b>           | <b>-</b>            |
|     | <b>General funds</b>                                                                                                                                                                                                                                                                                                              |                       |                        |                       |                        |                    |                    |                     |
|     | General Funds                                                                                                                                                                                                                                                                                                                     | 1,044,785             | 6,867                  | (23,841)              | (6,244)                | (30,085)           | (959,000)          | 62,567              |
|     | Business Development                                                                                                                                                                                                                                                                                                              |                       | 234,311                | (167,097)             | (17,227)               | (292,915)          | -                  | (58,604)            |
|     | Think Ahead Programme                                                                                                                                                                                                                                                                                                             |                       | 9,008,666              | (1,975,334)           | (668,958)              | (8,793,110)        | -                  | 215,556             |
|     | <b>Total of General Funds</b>                                                                                                                                                                                                                                                                                                     | <b>1,044,785</b>      | <b>8,290,844</b>       | <b>(2,166,272)</b>    | <b>(692,429)</b>       | <b>(6,257,410)</b> | <b>(9,116,110)</b> | <b>219,519</b>      |
|     | <b>Designated Funds</b>                                                                                                                                                                                                                                                                                                           |                       |                        |                       |                        |                    |                    |                     |
|     | <b>DHSC Reinvestment Fund:</b>                                                                                                                                                                                                                                                                                                    |                       |                        |                       |                        |                    |                    |                     |
|     | Alumni Development                                                                                                                                                                                                                                                                                                                | -                     | 56,000                 | -                     | -                      | -                  | 56,000             | 56,000              |
|     | Website Development                                                                                                                                                                                                                                                                                                               | -                     | 40,000                 | -                     | -                      | (22,822)           | 40,000             | 17,178              |
|     | Evaluation                                                                                                                                                                                                                                                                                                                        | -                     | 21,800                 | -                     | (1,728)                | -                  | 21,800             | 20,072              |
|     | Involvement Lead                                                                                                                                                                                                                                                                                                                  | -                     | 62,000                 | (11,812)              | -                      | -                  | 62,000             | 50,188              |
|     | Improving Applicant Experience                                                                                                                                                                                                                                                                                                    | -                     | 108,000                | -                     | -                      | (77,280)           | 108,000            | 30,720              |
|     | Online Portal Development                                                                                                                                                                                                                                                                                                         | -                     | 36,000                 | -                     | -                      | (10,959)           | 36,000             | 25,041              |
|     | Video Application System                                                                                                                                                                                                                                                                                                          | -                     | 56,000                 | -                     | -                      | (15,581)           | 56,000             | 40,419              |
|     | Salesforce Development                                                                                                                                                                                                                                                                                                            | -                     | 32,200                 | -                     | -                      | (13,680)           | 32,200             | 18,520              |
|     | Innovation Fund                                                                                                                                                                                                                                                                                                                   | -                     | 122,000                | -                     | -                      | (630)              | 122,000            | 121,370             |
|     | <b>Think Ahead Contingency Fund</b>                                                                                                                                                                                                                                                                                               | <b>-</b>              | <b>425,000</b>         | <b>-</b>              | <b>-</b>               | <b>-</b>           | <b>425,000</b>     | <b>425,000</b>      |
|     | <b>Total Unrestricted funds</b>                                                                                                                                                                                                                                                                                                   | <b>1,044,785</b>      | <b>9,249,844</b>       | <b>(2,178,084)</b>    | <b>(694,156)</b>       | <b>(6,398,362)</b> | <b>-</b>           | <b>1,024,027</b>    |
|     | <b>Total funds</b>                                                                                                                                                                                                                                                                                                                | <b>1,044,785</b>      | <b>9,249,844</b>       | <b>(2,178,084)</b>    | <b>(694,156)</b>       | <b>(6,398,362)</b> | <b>-</b>           | <b>1,024,027</b>    |
| 16  | Reconciliation of net income to net cash flow from operating activities                                                                                                                                                                                                                                                           |                       |                        |                       |                        |                    | 2025               | 2024                |
|     |                                                                                                                                                                                                                                                                                                                                   |                       |                        |                       |                        |                    | £                  | £                   |
|     | Net income for the reporting period (as per SOFA)                                                                                                                                                                                                                                                                                 |                       |                        |                       |                        |                    | (111,661)          | (20,758)            |
|     | Dividends, interest and rents from investments                                                                                                                                                                                                                                                                                    |                       |                        |                       |                        |                    | (24,760)           | (6,435)             |
|     | Depreciation of fixed assets                                                                                                                                                                                                                                                                                                      |                       |                        |                       |                        |                    | 8,209              | 16,418              |
|     | (Increase)/decrease in debtors                                                                                                                                                                                                                                                                                                    |                       |                        |                       |                        |                    | (1,196,083)        | (1,112,917)         |
|     | Increase/(decrease) in creditors                                                                                                                                                                                                                                                                                                  |                       |                        |                       |                        |                    | (1,590,688)        | 694,669             |
|     | <b>Net cash provided by operating activities</b>                                                                                                                                                                                                                                                                                  |                       |                        |                       |                        |                    | <b>(2,914,983)</b> | <b>(429,022)</b>    |
| 17  | Operating lease commitments                                                                                                                                                                                                                                                                                                       |                       |                        |                       |                        |                    |                    |                     |
|     |                                                                                                                                                                                                                                                                                                                                   |                       |                        |                       |                        |                    |                    |                     |
|     | The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:                                                                                                                                                                                         |                       |                        |                       |                        |                    |                    |                     |
|     |                                                                                                                                                                                                                                                                                                                                   | Property<br>2025<br>£ | Equipment<br>2025<br>£ | Property<br>2024<br>£ | Equipment<br>2024<br>£ |                    |                    |                     |
|     | Less than one year                                                                                                                                                                                                                                                                                                                | 181,516               | 9,081                  | 72,782                | 3,989                  |                    |                    |                     |
|     | One to five years                                                                                                                                                                                                                                                                                                                 | 15,592                | 1,639                  | -                     | -                      |                    |                    |                     |
|     |                                                                                                                                                                                                                                                                                                                                   | <b>197,108</b>        | <b>10,719</b>          | <b>72,782</b>         | <b>3,989</b>           |                    |                    |                     |
| 18  | Legal status of the charity                                                                                                                                                                                                                                                                                                       |                       |                        |                       |                        |                    |                    |                     |
|     |                                                                                                                                                                                                                                                                                                                                   |                       |                        |                       |                        |                    |                    |                     |
|     | The charity renewed its office lease in July 2024, which was originally due to expire in September 2027. Post year-end, management exercised a break clause in the lease agreement, resulting in the lease terminating early on 30 April 2026. The total lease commitments reflect the post year end decision to terminate early. |                       |                        |                       |                        |                    |                    |                     |
|     | No material penalties were incurred in connection with the early termination.                                                                                                                                                                                                                                                     |                       |                        |                       |                        |                    |                    |                     |
|     | The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.                                                                                                                                                                                 |                       |                        |                       |                        |                    |                    |                     |

**THE THINK AHEAD ORGANISATION**

England & Wales - Charity number 1166577

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# Accounts

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# Annual report and financial statements

For the year ended  
31 March 2024

The Think Ahead Organisation  
Company number: 10015893  
Charity number: 1166577



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## Reference and administrative information

### Registered name and charity number

The Think Ahead Organisation  
1166577 (registered in England & Wales)

### Company number

10015893 (country of incorporation United Kingdom)

### Registered office address

Unit 318, Record Hall,  
16-16A Baldwins Gardens,  
London, EC1N 7RJ

### Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Professor Dame Carol Black GBE – Chair  
Aparajita Ajit (*appointed 3 July 2024*)  
Dr Ruth Allen (*resigned 3 November 2024*)  
Professor Kamaldeep Bhui  
Levi Chambers-Cook  
Professor David Croisdale-Appleby OBE  
James Darley (*resigned 3 November 2024*)  
Dr Navina Evans CBE (*resigned 20 March 2024*)  
Jayne King (*appointed 9 November 2023*)  
John Lawlor  
Professor Sir Julian Le Grand (*resigned 9 November 2023*)  
Peter Molyneux (*appointed 3 July 2024*)  
Stephen Oldfield (*appointed 3 November 2024*)  
Donald Peck (*resigned 9 November 2023*)  
Sharon Rice-Oxley  
Lyn Romeo (*appointed 3 November 2024*)  
Liam Sloan (*appointed 3 July 2024*)  
Nicholas Timmins (*resigned 3 November 2024*)

### Company Secretary

Elizabeth Ambekar (*resigned 6 July 2023*)  
Philippa Mariani (*appointed 6 July 2023; resigned 1 July 2024*)  
Douglas Ridley (*appointed 1 July 2024*)

### Key management

Philippa Mariani, Chief Executive  
Elizabeth Ambekar, Finance and Operations Director (*to 6 July 2023*)  
Douglas Ridley, Finance and Operations Director (*from 19 September 2023*)  
Penelope East, External Relations Director  
Rachel Slade, Programme Director  
Ivan Wise, Business Development Director (*resigned 31 March 2024*)

### Bankers

Lloyds Bank plc  
Villiers House,  
48-49 The Strand,  
London, WC2N 5LL

### Solicitors

Bates Wells Braithwaite  
10 Queen St Place,  
London, EC4R 1BE

Stone King LLP  
Boundary House,  
91-93 Charterhouse Street,  
London, EC1M 6HL

### Auditor

Sayer Vincent LLP  
Chartered Accountants and Statutory Auditor  
110 Golden Lane,  
London, EC1Y 0TG

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# Message from the Chair of the Board



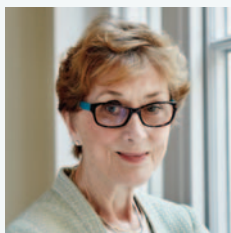
Ten years ago, I was invited to help set up a new charity by Sir Norman Lamb, the then Minister of State for Care and Support. Through his own professional and personal experiences, he had seen what could be done for people if mental health and social services were better linked.

Our mental health doesn't exist in isolation. It is part of our daily lives, impacting and affected by everything from our jobs and financial security to our physical health, relationships and homes. The role of a mental health social worker can be transformational, supporting people to navigate complex challenges in their lives and bridging the gaps between the support available through health, care and community services.

Quite simply: we need more of them, and more professionals across the workforce who can connect clinical care with social approaches. Think Ahead was founded in 2014, through the enabling incubator of the Institute of Public Policy and Research. Over the past ten years, we have attracted over 1,000 trainees to our flagship training programme, and I am proud that we continue to extend our support for a thriving workforce that is fit for the future.

What started off as a six-month project for me turned into a ten-year tenure as Chair of Think Ahead's Board of Trustees and what an honour that has been. I am indebted to the exceptional people that I have worked with on the board and across the charity in that time. Led by a dedicated and hardworking executive team, originally under the auspices of our founding CEOs and now under the leadership of Philippa Mariani, who is a great connector across the sector, we are all determined to help support better lives for the thousands of people that our mental health social workers engage with every year.

I will soon be stepping down as Chair but I am delighted to have been invited by the Board to become Think Ahead's first Patron. I look forward to advocating for mental health services and the workforce in this new role, and to remaining closely involved with the charity for many years to come.



**Professor Dame Carol Black GBE**  
Chair of Trustees

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# Message from the CEO



Reflecting on this past year at Think Ahead, I have a great sense of pride in what we do and what we have achieved. In launching our 2023 – 2028 strategy, we've committed to being stronger and even more effective in our support for the mental health workforce. Demand for mental health services is rising and the ongoing workforce crisis across the sector is seriously impacting support for people. Services are struggling to fill existing posts, with 1 in 10 (9.9%)<sup>1</sup> full time equivalent NHS mental health positions remaining unfilled - the result being 1.2 million people stuck on mental health waiting lists, often without support<sup>2</sup>.

Our charity is dedicated to ensuring that people living with mental health needs have access to the best possible support when they need it. We are continuously evolving and improving to help make this happen, working directly with NHS trust and local authority social care provider partners. We advocate for growth, investment and opportunities to connect the workforce across complex systems. We set out our ambition for the mental health workforce in detail in our manifesto: [Workforce Matters](#), published in November 2023. Developed with people with lived experience of services and practitioners across the NHS and social care services, our manifesto calls on the new government to urgently transform the mental health workforce with sustainable investment and new resources.

We have made great strides this year, making our accelerated route to registered qualification as a social worker more accessible; and ensuring that our trainees get the support needed to build their careers beyond the early years post-qualification so that their skills and knowledge remain invested in the mental health workforce, contributing to productivity and reducing system bottlenecks.

We have also developed and tested new opportunities for the mental health workforce – we launched a new training programme linking mental health services with substance use and addiction, recognising the impact that addiction specialists can make in social work; and we produced practical tools and resources to support the effective recruitment and training of a new wave of Individual Placement and Support employment advisers through the IPS Grow programme.

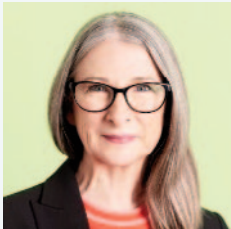
1. NHS England Digital: NHS Vacancy Statistics England, April 2015 - March 2024, Experimental Statistics - NHS England Digital, last accessed online August 2024.

2. National Audit Office: Progress in improving mental health services in England, Feb 2023. [Accessible online here.](#)

Welcoming our eighth cohort of trainees to our flagship mental health social work programme with our academic partner Middlesex University, I was once again inspired by their determination to do something that really matters in their careers and the difference that they make. Each and every one of them is focused on the positive change they bring to people's lives by going beyond a medical model of care and treatment and integrating a social approach in mental health services. They will become excellent social workers and the social work leaders of the future as mental health clinicians and practitioners focus more and more on the whole person, families and communities in their approach to prevention and a reduction in the need for costly crisis intervention.

Our professionals are undoubtedly the greatest asset of our mental health services. Without them there are no services and there is no support. We look forward to continuing to work with our NHS and local authority delivery partners, and our funders and partners at the Department for Health and Social Care to make a mentally healthier nation a reality.

Thank you to them and to my wonderful team here at Think Ahead who work tirelessly year in year out to achieve change and embed impact in a tough world. Together, we can change lives.



**Philippa Mariani**  
CEO

# Trustee's Annual Report

The trustees present their report and the audited financial statements for the year ended 31 March 2024.

The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

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## About us

Founded in 2014, Think Ahead launched its flagship mental health social work training programme to embed the social approach in mental health services and attract passionate professionals into the sector. Every year, we recruit up to 160 graduates and career-changers into mental health: providing a combination of academic learning and practice-based training through placements in NHS mental health trusts and local authorities across England.

We advocate for a social approach in mental health services, knowing what a profound effect complex life issues can have on people's mental health and wellbeing. We also advocate for the mental health workforce itself, knowing that effective support can only exist if there is a thriving workforce empowered to deliver it.

Our vision is a thriving mental health workforce able to support people to live the life they want and deserve.

Our mission is to recruit, train and promote a thriving mental health workforce. We advocate for professionals to have the resources needed to deliver the right support at the right time.

## Looking back

### **Our flagship mental health social work programme – investing in the workforce**

In July 2023, we welcomed 151 new trainees to our eighth cohort. Meanwhile, 142 Think Ahead trainees joined the workforce as newly qualified social workers specialising in mental health after completing their postgraduate diploma and a further 108 trainees graduated from the two-year programme.

Placed in NHS trusts and local authority mental health teams across England, our trainees contribute to a range of adult mental health services including community, peri-natal, forensic, older adults, learning disabilities, and early psychosis intervention. In 2023/24, we partnered with NHS trusts and local authorities in 27 of the 42 Integrated Care Systems in England.

With supervision from dedicated consultant social workers in each locality, our trainees support people living with severe and long-lasting mental health needs from the start of the programme. Trainees qualify with a postgraduate diploma in social work from our academic partner, Middlesex University, in their first year; and build expert knowledge and confidence by completing a master's degree in social work and an assessed and supported year in employment (ASYE) as newly qualified social workers in their second year.

Through ongoing dialogue with trainees, operational leads in our partner organisations and people with lived experience, we continued to learn and improve our offer and programme delivery. In addition to monitoring the trainee experience for quality and safety, we have focused on the impact that our training partnerships have within NHS trusts and local authorities.

We are proud to report that in 2023, 95% of our programme training partners told us they believed Think Ahead had a broader impact on their organisation – from raising awareness and the status of mental health social work in their organisations, to improving team performance and morale; and 92% of the consultant social workers involved with our programme recommended that other organisations partner with Think Ahead to strengthen their local workforce.

In October 2023, the Department of Health and Social Care extended Think Ahead's contract to recruit and train 320 more mental health social workers by 2027. The funding will be used to recruit 160 trainees in 2024 and a further 160 in 2025. Think Ahead's programme makes a significant contribution to national, regional and local workforce planning, supporting recruitment needs and management of demand and waiting lists.

### **The Alumni Community – building value and leadership**

Our Alumni Community provided past trainees and the senior social workers who train them with a space to connect, share experiences and develop their careers. Growing by another 160 social workers this year, the community now has over 750 members.

We launched a new peer mentoring project this year, facilitating support between the Alumni Community and second year trainees on our flagship programme. We know that the second year can be particularly challenging with first jobs as newly qualified social workers and increased caseloads. This initiative was developed to support trainee wellbeing and engagement and retention on the programme, whilst providing continuing professional development opportunities for our alumni peer mentors who are trained for the role and exercise leadership and mentoring skills.

In the mid-point evaluation, 100% of the mentees reported that the project had a positive impact on their motivation to complete year two and 90% reported that their mentor had supported them with their transition from year one to year two, motivating retention and adding value.

We also delivered a well-received series of talks on neurodiversity in social work, developed in collaboration with British Association of Social Workers (BASW) Neurodivergent Special Interest Group. This series covered topics ranging from life as a neurodivergent social worker to intersectionality and systemic change. The Leadership Series continued to run with quarterly training sessions from experts in the field including a session on “Transgender awareness for social workers: Gender identity, human rights & the law” with Leanne Taylor.

### **Continuing professional development with our consultant social workers**

Consultant and associate consultant social workers lead the placement learning in our programme. We worked with 63 consultant social workers in our partner organisations in 2023/24. Each consultant social worker received training on leadership themes, including anti-discriminatory practice, gender identity and mental health law, human rights and ethical practice, and self-compassion and resilience in social work practice.

We trained 18 community members to become practice educators through our accredited, postgraduate Practice Educator Professional Standards Level 1 and 2 programme. Each of these practitioners is now qualified to support and assess not only Think Ahead’s trainees but social workers training with other higher education institutions, as well as newly qualified social workers in adult services completing their assessed and supported year in employment (ASYE), adding to the impact of our programme.

We also provided 44 consultant social workers and associates with relationship-based practice training. This five-day programme provides evidence-based social interventions and skills that can be used to support people seeking support from mental health services.

## Wider support for the mental health workforce

We work in partnership with a range of organisations to support the workforce and people living with mental health needs.

- **Individual Placement and Support** - our joint two-year project with Social Finance aims to increase specialist support to job seekers living with mental health needs. Commissioned by NHS England, the project expanded Individual Placement and Support (IPS) capacity across the country by helping NHS trusts, local authorities and voluntary sector providers to develop and improve their recruitment processes at scale and pace. We delivered a 12-month pilot scheme with seven IPS services across England, providing tailored recruitment support in each locality and identifying effective methods to overcome specific local workforce and recruitment challenges. Using key learning from this pilot we are now developing a recommended IPS recruitment approach, creating central assets and promotional materials and developing a bespoke training series for all IPS providers.
- **Place2Be** – in early 2024 we provided consultancy support to a children's counselling organisation successfully increasing awareness of counselling as a career, raising the profile of Place2Be and increasing the number and diversity of applications to the programme.
- **Substance use training** - we developed a new substance use training course for qualified social workers supporting people living with co-occurring mental health and substance use issues. The five-day course launched in May 2024 with an initial cohort 30 social workers from across the country.

## Policy, advocacy and knowledge sharing

Our close relationship with mental health social workers and their employers in NHS trusts and local authorities gives us valuable evidence and insights into the challenges facing the workforce and its impact on people with mental health needs. We work to influence national policy and share the knowledge and expertise of our trainees, alumni, and lived experience partners. We advocate for the mental health workforce, particularly mental health social workers, and the social approach.

This year we published [\*Workforce Matters: A Manifesto\*](#) setting out three key areas of focus and priority for the government to bring better results for people living with mental health needs and practitioners alike, and identifying what is needed to grow, invest in and better connect the workforce across integrated care systems.

We responded to key consultations, including the Department of Health and Social Care's call for evidence on the major conditions strategy. Offering our insights as a workforce charity, we emphasised that people with mental health problems will never be treated with the respect and support they deserve, unless long term investment is made to grow, develop and retain an effective mental health workforce.

We contributed expert insights to a wide range of sector working groups including: Social Work England's Recruitment Working Group; Social Work England's Education and Training

Advisory Forum; the British Association of Social Worker's Mental Health Group; the British Association of Social Worker's Practice Education Group; the Approved Mental Health Professional Network; and Social Work Teaching Partnership's Practice Education Development Group.

## **Governance**

In 2023/24, the Board implemented succession plans through external search and recruitment and appointed four new trustees, including Jayne King who succeeded Donald Peck as Chair of the Finance, Audit and Risk Committee in November 2023, and three other new trustees who joined the Board in July 2024. David Croisdale-Appleby, Vice Chair, led the selection strategy and appointment panel for a successor to our founding Chair, Professor Dame Carol Black GBE, who is due to step down in autumn 2024. The Board is confident that the new appointees will successfully lead our expansion and development plans as set out in our five-year strategy (2023-2028).

Financial risks relating to the extension of our contract with the Department of Health and Social Care were considered and a new Business Development strategy was agreed, focussing on three key areas of activity:

- Securing ongoing funding for the flagship mental health social work programme beyond 2027, expanding coverage and extending delivery to new markets.
- Developing new national training programmes to support the mental health workforce through accredited and non-accredited training pathways for regulated and non-regulated job roles, including addressing training needs in trauma-informed care and practice, and substance misuse and addiction.
- Developing new and existing partnerships to meet gaps in mental health workforce – including national and regional initiatives to support integrated care systems and workforce capacity objectives; improving quality through professional practice training and development opportunities; and supporting the development of new roles through the IPS expansion programme from a mental health and social approach perspective.

Other key activities this year included an internal review of governance assurance and associated reporting; and a plan to review the wider strategic risk profile of the organisation as the new strategy is implemented.

## **Equality, diversity and inclusion**

Diversity of thought and experience intrinsically improves the performance of teams and organisations. We are constantly looking at ways to ensure that diversity and an inclusive approach to work is embedded at all levels in the charity.

This year, we set up an employee led Equality, Diversity and Inclusion Action Group to enable and amplify diverse voices within the organisation, examine our approaches to inclusiveness,

and advise the Senior Leadership Team on improvements and change. The group's work will include a review of our anti-racist commitments and strategy in 2024.

We strongly encourage applicants to our programme who are from diverse backgrounds including people from Black, Asian and ethnically diverse communities, people with disabilities, people who identify as being part of the LGBTQ+ community, and men who remain under-represented in the workforce.

In our 2023 cohort:

- 26% are from Black, Asian and ethnically diverse communities
- 23% are men
- 20% are from the LGBTQ+ community
- 12% are disabled people.

Our diversity is greater in all areas than sector averages, ensuring that our recruitment approaches and processes improve opportunities in local communities through a connected and culturally competent mental health workforce.

We recognise that lack of access to opportunities in postgraduate and professional education can be a barrier to entry to regulated professions like social work and we consciously monitor social mobility measures as well. In 2023, over a quarter (28%) of our trainees were eligible for free school meals growing up, a significant increase from 17% when we started (the percentage of pupils eligible for free school meals in England is currently 24.6%). Over half (53%) of our trainees were the first generation in their family to attend university, an increase from 41% in 2017.

Our mental health social work training programme is fully funded, and we have a hardship fund to support first-year trainees. As students receiving a bursary, they are unable to access benefits or tax-free childcare making the fund an important resource in times of financial difficulty. The fund provides non-repayable, discretionary awards of up to £3,000 and supported 35 trainees in 2023/24.

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## Looking forward

Our vision is a thriving mental health workforce. One that has the investment it needs to support people living with mental health needs to live the life they want and deserve.

We launched our new five-year strategy in 2023, committing to reaching further in our support for the mental health workforce, in social work and beyond. Advocating for growth, investment and opportunities to connect the workforce, we want to ensure that every person who experiences mental health problems receives timely, tailored, and holistic support.

Our work is guided by these four strategic goals:

- Increase public and policy engagement with the mental health sector
- Identify research and innovation for workforce solutions
- Plug the gap between demand and supply in the mental health workforce
- Create an entrepreneurial outlook to increase our impact.

Looking to 2024 and beyond, Think Ahead will draw insight and expertise from partners in the NHS, local authorities, integrated care systems, workforce development sector, frontline practitioners, and people with lived experience to:

- Put people with lived experience at the heart of everything we do.
- Ensure that our commitment to equity, diversity and inclusion in the mental health workforce drives our decision-making.
- Engage with and enhance the impact of our Alumni Community to inform our agenda for change and development.
- Contribute to conferences and events to help to shape new opportunities that support the mental health workforce in social work and care.
- Develop relationships and engage with our stakeholders (regulators, policymakers, government, educators and employers).
- Seek funding for baseline research and benchmarking in mental health social work.

Under a new government in 2024, we will continue our values-based mission to secure ongoing funding for the development of the mental health workforce and to extend and expand our flagship mental health social work programme.

We believe that social work sits at the heart of economic, social and wellbeing support for communities; and that scarce financial resources should be focused in local areas of need. We will continue to develop tools and use our data, evidence and insights to support reductions in vacancy rates in health and social care systems; and to contribute at a policy level through research and reporting on innovative ways to increase recruitment and retention in areas which are not engaged through our programmes.

This is an ambitious aspiration which will require us to think and act differently as we grow, develop and deepen our impact and we look forward to tackling these ongoing and new challenges in the next five years.

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## **Structure, governance and management**

### **Constitution of the charity**

The organisation is a charitable company limited by guarantee, incorporated on 19 February 2016 and registered as a charity on 18 April 2016. The charity remained dormant until 1 July 2016, when the Think Ahead programme transferred over to the charity from the Institute of Public Policy Research (IPPR).

The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association.

### **Charitable objectives**

#### **The charitable objectives of Think Ahead are:**

- The advancement of education and training, in particular in the fields of mental health support, social work, social care and allied fields.
- The advancement of physical and mental health to improve standards of social care.
- To raise the awareness of mental health issues and promote research for the education of the public.
- The relief of those in need.

### **Our Board and governance**

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note seven to the accounts.

The day-to-day decisions and management of the charity is delegated by the trustees to the CEO and senior staff detailed on page 3.

### **Appointment of trustees**

The charity's governing document does not specify a time limit for the term of office for trustees. It does however require one third of the trustees, being those who have been longest in office since their last appointment or reappointment, to retire from office at the annual meeting when the accounts are adopted.

On retirement from their first term of office, a trustee can immediately be reappointed for a second term. Following a second term a trustee generally must take a year's break from office, although provisions are in place for a third consecutive term up to a maximum of three years at which point a trustee must retire from the Board, unless a Special Resolution of the members of the charity allows for a further year.

### **Trustee induction and training**

The current trustees have a good knowledge and understanding of the charity, its flagship programme, and their responsibilities as trustees. Induction processes for new trustees have been developed to include background information on the charity, its strategy, aims and governance arrangements as well as opportunities to meet key staff members, trainees on the programme and members of the Lived Experience Partnership who work closely with staff to deliver the charity's aims.

### **Related parties and relationships with other organisations**

There were no related parties or relationships with other organisations during the year.

### **Remuneration policy for key management personnel**

The trustees consider that the senior leadership team as detailed on page 3 comprises the key management personnel of the charity. The trustees decide the reward strategy and annual remuneration for the CEO whilst the pay for the remainder of the senior leadership team is delegated to the CEO. The charity's remuneration policy allocates a salary range to each position which is based on external benchmarking.

### **Principal risks and uncertainties**

Trustees have overall responsibility for risk management and in line with their policy maintain a risk register. However, the trustees also recognise that, for the risks to be identified and managed successfully, there needs to be shared accountability throughout the organisation.

Risks are considered at a strategic, programme and operational level with the nature of the risk noted on the register along with an assessment of its likelihood and potential impact. The senior leadership team conducts a comprehensive audit of risks facing the charity on a quarterly basis and supports the Board to do the same. Dependent on the nature of the risk, its management will consist of either measures put in place to mitigate against the risk or, where an external risk is outside of the charity's control, a response plan.

#### **The main strategic risks to the charity are:**

- **Reliance on a single source of funding in the form of a contract from the Department of Health and Social Care.** The current contract extension covers cohorts for 2024/25 and 2025/26. We currently await details of a contract retender to extend beyond these dates.
- **Changes in health and social care policy.** At the point of writing, there is a lack of clarity regarding the extent to which the new Government will support mental health and social work initiatives. We mitigate this risk through sustained and effective engagement with key stakeholders across the sector and the influencing spectrum, and delivering strong external relations and public profile-building activities.

#### **The main programme risks to the charity are:**

- **Availability of year two job placement positions.** Availability of NHS and local authority funding means that long term workforce planning is challenging.
- **Lack of trainee retention through year two of the programme.** Risk of early drop-out could impact the reputation of the charity. In mitigation of this the charity has implemented (and continues to refine) robust selection procedures, carefully places

trainees in suitable locations and uses a range of in-person and online mechanisms for supporting trainee progress and implementing early additional help if they are struggling.

**The main operational risk to the charity is:**

- **Organisational capacity to deliver objectives.** Diversification and implementation of the Department of Health and Social Care contract, alongside simultaneous contact with multiple cohorts and alumni, could impact the capacity to achieve all objectives to a sufficient quality. This is mitigated by ensuring any new work is sufficiently budgeted to include new resourcing, recruiting new staff as needed and having a robust set of key performance indicators and measures to give advance warning of any potential delivery issues.

**Fundraising**

The charity does not engage in public fundraising. The charity nevertheless observes and complies with the relevant fundraising regulations and codes. During the year there were not compliance issues arising from the regulations and codes, and the trustees received no complaints relating to its fundraising practice.

# Financial performance

## Income

Think Ahead had income of £9 million for the year (2023: £8.9 million) from the Department of Health and Social Care (DHSC) to operate the Think Ahead programme as detailed in note three to the accounts. A further £234k of income (2023: £20k) was received from other consultancy projects.

## Expenditure

Overall expenditure for the year totalled £9.3 million. Expenditure relating to the delivery of the programme was £8.9 million during the year (2023: £8.8 million). Expenditure relating to secondary activities totalled £182k, business development £111k and policy work £30k.

The cost of recruiting trainees and delivering training to them accounted for 89% of total expenditure (2023: 91%). Indirect costs totalled 8% of expenditure compared to 9% in the previous year, and secondary activity costs totalled 3%.

The charity's direct training programme itself cost £7.2 million (2023: £7.2 million) equating to 77% (2023: 81%) of charitable expenditure. These costs included payment to partners supplying academic tuition and workplace training facilities, as well as bursary payments to trainees on the programme. Contained within the bursary costs were committed liabilities of £0.9 million to September 2024 (2023: £0.9 million) and these are accrued within the creditor balance at the year end. The intensive training approach in our programme requires robust trainee recruitment processes, and the direct cost of these recruiting activities totalled £1.1 million (2023 £0.9 million), 12% of the total expenditure.

Total reserves at the close of the 2022/23 accounting period totalled £1.04 million. This comprised £959k retained contingency fund and £81k of general reserve. Agreement was reached with DHSC to divide the retained contingency between a newly created designated fund intended for the expansion and enhancement of the flagship programme totalling £534k and an unrestricted reserve of £425k. At the end of the current reporting period, £154k of the designated fund had been spent, leaving £380k to be carried forward. The unrestricted reserve remains at £425k, and the general reserve has reduced to £384k which, when added to the current year surplus of £215k, makes the total reserve carried forward £1.024 million.

It has been agreed with the DHSC that, of the current year surplus of £215k, £110k will be invested in funding an additional two places on the programme, increasing initial participant numbers from 160 to 162, and the balance will be repaid to DHSC.

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## Reserves policy

In considering the reserves requirements, trustees consider the nature of the charity's aims and its business model. At their meeting of 31 January 2024, trustees determined that, in order to cover any future costs not included in the existing contract, such as an orderly wind down if required, a range of unrestricted reserves should be held. This range should be between £280k and £480k. The current available reserve of £425k sits within this range.

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## Going concern

In October 2023 Think Ahead signed a contract extension with DHSC which guaranteed the cohorts for 2024 and 2025. The 2025 cohort runs until September 2027. The trustees consider that, with this contract extension, the charity has sufficient income and liquidity to cover a period of at least 12 months from the date of approving the accounts and that the charity is, therefore, a going concern.

The contract is due to be retendered at the end of 2024. At the time of writing it is unclear precisely what form this new contract will take.

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## Statement of trustee's responsibilities

The trustees (who are also directors of The Think Ahead Organisation for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2024 was twelve (2023: twelve). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The Trustees' Annual Report has been prepared in accordance with the special provisions applicable to companies subject to the small companies regime. The Trustees' Annual Report has been approved by the trustees on 12 December 2024 and signed on their behalf by:

**Professor Dame Carol Black GBE**  
**Chair of Trustees**

# Independent auditor's report

## Opinion

We have audited the financial statements of The Think Ahead Organisation (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

### **In our opinion, the financial statements:**

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

### **Basis for opinion**

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

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' 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 Think Ahead Organisation'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 trustees with respect to going concern are described in the relevant sections of this report.

### **Other Information**

The other information comprises the information included in the Trustees' Annual Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

- The information given in the Trustees' Annual Report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Trustees' Annual Report has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual 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 trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Annual Report and from the requirement to prepare a strategic report.

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## Responsibilities of trustees

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

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

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## Auditor's responsibilities for the audit of the financial statements

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

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 are set out below.

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## Capability of the audit in detecting irregularities

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

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;

- 
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
  - We inspected the minutes of meetings of those charged with governance.
  - We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
  - We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
  - We reviewed any reports made to regulators.
  - We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
  - We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
  - In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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## Use of our report

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

**Joanna Pitman (Senior statutory auditor)**

17 December 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor  
110 Golden Lane, LONDON, EC1Y 0TG

The Think Ahead Organisation  
**Statement of Financial Activities (incorporating an income and expenditure account)**  
**For the year ended 31 March 2024**

|                                                                          |             |                    |                  | 2024                  | 2023                  |
|--------------------------------------------------------------------------|-------------|--------------------|------------------|-----------------------|-----------------------|
|                                                                          | <u>Note</u> | Unrestricted Funds | Restricted Funds | Year to 31 March 2024 | Year to 31 March 2023 |
|                                                                          |             | £                  | £                | £                     | £                     |
| <b>Income from:</b>                                                      |             |                    |                  |                       |                       |
| Charitable activities                                                    |             |                    |                  |                       |                       |
| Think Ahead Programme                                                    | 3           | 9,008,666          | -                | 9,008,666             | 8,955,121             |
| Other Charitable activities                                              |             | 234,311            | -                | 234,311               | 20,833                |
| Donations                                                                |             | 432                | -                | 432                   | -                     |
| Investment income                                                        |             | 6,435              | -                | 6,435                 | 1,742                 |
| <b>Total incoming resources</b>                                          |             | <b>9,249,844</b>   | <b>-</b>         | <b>9,249,844</b>      | <b>8,977,696</b>      |
| <b>Expenditure on:</b>                                                   |             |                    |                  |                       |                       |
| Raising funds                                                            |             |                    |                  |                       |                       |
| Business development                                                     |             | 110,946            | -                | 110,946               | 13,723                |
| Policy & research                                                        |             | 30,085             | -                | 30,085                | 2,598                 |
| Charitable activities                                                    |             |                    |                  |                       |                       |
| Think Ahead Programme                                                    |             | 8,947,602          | -                | 8,947,602             | 8,830,713             |
| Other Charitable activities                                              |             | 181,969            | -                | 181,969               | 28,511                |
| <b>Total expenditure</b>                                                 | 4a          | <b>9,270,602</b>   | <b>-</b>         | <b>9,270,602</b>      | <b>8,875,545</b>      |
| <b>Net income / (expenditure) and net movement in funds for the year</b> | 6           | <b>(20,758)</b>    | <b>-</b>         | <b>(20,758)</b>       | <b>102,151</b>        |
| <b>Reconciliation of funds</b>                                           |             |                    |                  |                       |                       |
| Total funds brought forward                                              |             | 1,044,785          | -                | 1,044,785             | 942,634               |
| <b>Total funds carried forward</b>                                       |             | <b>1,024,027</b>   | <b>-</b>         | <b>1,024,027</b>      | <b>1,044,785</b>      |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the Financial Statements.

The Think Ahead Organisation  
**Balance Sheet**  
**As at 31 March 2024**

|                                                         | Notes |           | 31 March<br>2024 |           | 31 March<br>2023 |
|---------------------------------------------------------|-------|-----------|------------------|-----------|------------------|
|                                                         |       | £         | £                | £         | £                |
| <b>Fixed assets:</b>                                    | 11    |           | 8,209            |           | 24,627           |
| <b>Current assets:</b>                                  |       |           |                  |           |                  |
| Debtors and prepayments                                 | 12    | 1,225,134 |                  | 112,218   |                  |
| Cash at bank and in hand                                |       | 4,075,809 |                  | 4,498,396 |                  |
|                                                         |       |           |                  |           |                  |
|                                                         |       | 5,300,943 |                  | 4,610,614 |                  |
|                                                         |       |           |                  |           |                  |
| <b>Liabilities:</b>                                     |       |           |                  |           |                  |
| Creditors: Amounts falling due within one year          | 13    | 4,035,678 |                  | 3,358,865 |                  |
|                                                         |       |           |                  |           |                  |
|                                                         |       | 4,035,678 |                  | 3,358,865 |                  |
|                                                         |       |           |                  |           |                  |
| <b>Net Current Assets</b>                               |       |           | 1,265,265        |           | 1,251,749        |
|                                                         |       |           |                  |           |                  |
| <b>Total Fixed and Net Current Assets</b>               |       |           | 1,273,474        |           | 1,276,376        |
|                                                         |       |           |                  |           |                  |
| Creditors: Amounts falling due after more than one year | 14    |           | 249,447          |           | 231,591          |
|                                                         |       |           |                  |           |                  |
| <b>Net Assets</b>                                       |       |           | 1,024,027        |           | 1,044,785        |
|                                                         |       |           |                  |           |                  |
| <b>The funds of the charity:</b>                        |       |           |                  |           |                  |
| Unrestricted funds                                      |       |           | 219,519          |           | 1,044,785        |
| Designated Funds                                        |       |           | 804,508          |           | -                |
| Restricted income Funds                                 |       |           | -                |           | -                |
|                                                         |       |           |                  |           |                  |
|                                                         |       |           | 1,024,027        |           | 1,044,785        |
|                                                         |       |           |                  |           |                  |

**APPROVED** by the Trustees on 12 December  
2024 and signed on their behalf by:

**Professor Dame Carol Black GBE**  
Chair of Trustees

The Think Ahead Organisation  
**Statement of cash flows**  
**For the year ending 31 March 2024**

|                                                              |                    | <b>Year to<br/>31 March<br/>2024</b> | <b>Year to<br/>31 March 2023</b> |
|--------------------------------------------------------------|--------------------|--------------------------------------|----------------------------------|
|                                                              | <u><b>Note</b></u> |                                      |                                  |
| <b>Cash flows from operating activities</b>                  |                    |                                      |                                  |
| <b>Net cash provided by / (used in) operating activities</b> | 16                 | (429,022)                            | 449,281                          |
| <b>Cash flows from investing activities:</b>                 |                    |                                      |                                  |
| Dividends, interest and rents from investments               | 6,435              | 1,742                                |                                  |
| Proceeds from the sale of fixed assets                       | -                  | -                                    |                                  |
| Purchase of fixed assets                                     |                    | (8,700)                              |                                  |
| Proceeds from sale of investments                            | -                  | -                                    |                                  |
| Purchase of investments                                      | -                  | -                                    |                                  |
|                                                              |                    |                                      |                                  |
| <b>Net cash provided by investing activities</b>             |                    | 6,435                                | (6,958)                          |
|                                                              |                    |                                      |                                  |
| <b>Change in cash and cash equivalents in the period</b>     |                    | (422,587)                            | 442,323                          |
| Cash and cash equivalents at the beginning of the period     |                    | 4,498,396                            | 4,056,073                        |
|                                                              |                    |                                      |                                  |
| <b>Cash and cash equivalents at the end of the period</b>    |                    | <b>4,075,809</b>                     | <b>4,498,396</b>                 |

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2024**

**1 Accounting policies**

**1.1 Statutory information**

The Think Ahead Organisation is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is Unit 318, The Record Hall, 16-16a Baldwins Gardens, London, EC1 N 7RJ.

**1.2 Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

The charity was incorporated in February 2016 and commenced operations on 1 July 2016.

Key judgements that the charitable company has made which have a significant effect on the accounts include the treatment of bursary payments as described more fully in Note 1.9 below.

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**1.3 Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**1.4 Going concern**

The Trustees consider there are no material uncertainties about the charitable company's ability to continue as a going concern. In reaching this conclusion they have in particular considered the financial stability secured by having agreed a procurement contract with the Department of Health and Social Care ("DHSC") for delivery of three Cohorts of Participants (the 2021, 2022 and 2023 Cohorts). That financial stability has been further solidified by having agreed with DHSC a contract extension to cover two further Cohorts of Participants (the 2024 and 2025 Cohorts) thereby providing core income extending into financial year ending 31 March 2028. In addition, a new business development team has been established with the intention that significant new sources of funding can be secured, thereby giving the charitable company a more diverse and sustainable funding base.

**1.5 Income**

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

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

With regard to income arising under the primary Contract for the Provision of Services entered into with DHSC, as referred to in Note 1.4 above, some elements of total income are specifically identified as being related to certain categories of expenditure. Only those income elements which relate to expenditure which is committed to and binding upon the charity as at 31 March 2024 has been recognised during the year. Such income elements as have been received from DHSC prior to 31 March 2024, but which relate to expenditure not at that date binding upon the charity, have been deferred.

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

**1.6 Interest receivable**

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

**1.7 Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund. The primary activity of the charity is the implementation of the Think Ahead Programme, a graduate training scheme for mental health social workers. During the previous year the Programme remained partly funded by grant income from DHSC. The grant funding related to expenditure for the 2020 and earlier Cohorts and all income and expenditure relating to those elements of the Programme was dealt with as Restricted activity. As per Note 1.4 above the Programme is now fully governed by a procurement contract (as amended). Those elements of the Programme are reported as Unrestricted activity.

As explained in the above section on Restricted funds Unrestricted funds includes those elements of the Think Ahead Programme which are governed by a procurement contract with DHSC. Therefore income and expenditure relating to the delivery of all active Cohorts are dealt with as Unrestricted activity. Also included are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes. During the year a series of Designated Funds were established, as recorded in Note 14a and the sub-Notes thereto.

**1.8 Expenditure and irrecoverable VAT**

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

- Recruitment function - expenditure relating to the identification of potential candidates to become Participants on the Programme; assessment of those candidates and selection as confirmed Participants.
- Programme function: expenditure relating to the delivery of the Programme, to include: liaising with the Academic Partner (Middlesex University) regarding delivery of the academic content of the Programme; identifying potential candidate Host Organisations; negotiating Delivery Agreements whereby confirmed Host Organisations undertake the delivery of the placement learning content of the Programme; providing support to Participants through the team of Practice Specialists; providing financial and logistic support to Participants, primarily by means of bursary payments; providing logistic and administrative support for the Programme generally. Expenditure is recognised when services are received (with the exception of bursaries, covered in Note 1.9 below). For the Host Organisations providing placements for the units of (typically) four Participants, the fees payable to them under the governing Delivery Agreements are paid in three Instalments. The expenditure represented by the First and Second Instalments is recognised in the reporting period when the costs are incurred to provide the service. An accrual is made for the Third Instalment which is payable in the July of the following reporting period. As with bursaries, this accrual recognises that although the services provided by the Host in consideration of the Third Instalment are incurred in the following reporting period, the charity has a commitment under the governing delivery agreement to pay that Instalment as at the
- External Relations, and Evaluation functions - expenditure relating to promoting awareness of the existence and content of the Programme, so as to facilitate the recruitment of potential Participants and Host Organisations: to include written publications, production of visual media, use of website and other social media. Additionally, evaluation of the impact of the Programme, using both internal resources and external consultants.
- Business development function - expenditure relating to the identification of potential new funded activities, and the delivery thereof as and when secured. This includes a policy and research arm, seeking to inform the charity as to current issues and trends in the mental health landscape so as better to position the charity to optimise delivery of its existing activities and to identify suitable new activities, all in line with the overall charitable objectives.

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

## 1 Accounting policies (continued)

### 1.9 Grants payable

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

Grants are made under the Think Ahead Programme in the form of bursary payments to the Participants. These bursary payments are governed by a Participant Training Agreement entered into between the charity and each Participant. The total amount of the bursary payment covers a period of fourteen months from July of one calendar year (when the Participant begins the Programme) up to September of the following calendar year (when the Participant achieves a Postgraduate Diploma in Social Work). As at the accounting year end of the charity, therefore, six further instalments of the bursary have yet to be paid. Since the charity has a commitment to pay these further instalments, an accrual for the remaining instalments has been recognised in the accounts.

### 1.10 Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

Direct staff and support costs are salary and overhead costs of the operational department responsible for that activity.

Senior management remuneration costs are apportioned between operational and support activities dependent on time spent. This results in the following allocation:

|                                    | Direct (operational) | Business Development | Indirect |
|------------------------------------|----------------------|----------------------|----------|
| CEO                                | 67.5%                | 10%                  | 22.5%    |
| Programme and Recruitment Director | 100%                 |                      | -        |
| External Relations Director        | 100%                 |                      |          |
| Finance and Operations Director    | -                    |                      | 100%     |
| Director of Business Development   |                      | 100%                 |          |

These apportionments are effected in the "Apportion Staff Costs" line of Note 4. Two further apportionments are made there, those being (1) to apportion those staff costs for the Policy and Research function to the Raising Funds section and (2) to apportion the remaining staff costs for the External Relations department in line with the next paragraph.

External relations costs are considered to be direct operational costs in support of the primary operational functions of recruitment and programme. They are respectively apportioned at 70% to recruitment and 30% to programme, on the basis of time spent. This apportionment is applied to support costs in the lower section of Note 5.

Indirect staff and support costs are the costs of overall direction and administration of each activity, comprising the salary and overhead costs of the central and governance functions. These have been respectively apportioned at 20% to recruitment and 80% to programme on the basis of time spent. This apportionment is applied in the lower section of Note 4.

### 1.11 Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

### 1.12 Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,750. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

The only assets capitalised relate to tenant's improvements to the office premises at the Record Hall, Baldwins Gardens, London EC1N 7RJ, being building works, audio visual equipment, and door security systems. The value of those works / assets will be amortised over the 3 year duration of the Lease of the Record Hall which commenced as of 27 September 2021.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

|                                            |         |
|--------------------------------------------|---------|
| Leasehold property - tenant's improvements | 3 years |
|--------------------------------------------|---------|

### 1.13 Debtors

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

### 1.14 Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months. At the reporting period end the charity did not hold any short term deposits.

### 1.15 Cash at bank and in hand

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

### 1.16 Creditors and provisions

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

### 1.17 Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2024**

2 Detailed comparatives for the statement of financial activities

|                                                                          | Unrestricted Funds | Restricted Funds | Year to 31 March 2023 |
|--------------------------------------------------------------------------|--------------------|------------------|-----------------------|
|                                                                          | £                  | £                | £                     |
| <b>Income from:</b>                                                      |                    |                  |                       |
| Charitable activities                                                    |                    |                  |                       |
| Think Ahead Programme                                                    | 8,411,112          | 544,009          | 8,955,121             |
| Other Charitable Activity Income                                         | 20,833             | -                | 20,833                |
| Investment income                                                        | 1,742              | -                | 1,742                 |
| Other income                                                             | -                  | -                | -                     |
| <b>Total incoming resources</b>                                          | <b>8,433,687</b>   | <b>544,009</b>   | <b>8,977,696</b>      |
| <b>Expenditure on:</b>                                                   |                    |                  |                       |
| Raising funds                                                            | 16,322             | -                | 16,322                |
| Charitable activities                                                    |                    |                  |                       |
| Think Ahead Programme                                                    | 8,286,703          | 544,009          | 8,830,712             |
| Other Charitable Activity Expenditure                                    | 20,833             | 7,678            | 28,511                |
| <b>Total expenditure</b>                                                 | <b>8,323,858</b>   | <b>551,687</b>   | <b>8,875,545</b>      |
| <b>Net income / (expenditure) and net movement in funds for the year</b> | <b>109,829</b>     | <b>(7,678)</b>   | <b>102,151</b>        |
| <b>Reconciliation of funds</b>                                           |                    |                  |                       |
| Total funds brought forward                                              | 934,956            | 7,678            | 942,634               |
| <b>Total funds carried forward</b>                                       | <b>1,044,785</b>   | <b>-</b>         | <b>1,044,785</b>      |

3 Income from Charitable Activities

|                                                                        | Unrestricted Funds | Restricted Funds | 2024<br>£<br>Total | 2023<br>£        |
|------------------------------------------------------------------------|--------------------|------------------|--------------------|------------------|
| <b>Think Ahead Programme:</b>                                          |                    |                  |                    |                  |
| Grant received from DHSC                                               | -                  | -                | -                  | 571,533          |
| Unspent grant to be repaid - included within Other Creditors (Note 13) | -                  | -                | -                  | (27,524)         |
|                                                                        |                    | -                | -                  | <b>544,009</b>   |
| Contract payments received from DHSC                                   | 9,008,666          |                  | 9,008,666          | 8,411,112        |
|                                                                        | <b>9,008,666</b>   | -                | <b>9,008,666</b>   | <b>8,955,121</b> |
| <b>Other Charitable Activity Income</b>                                | 234,311            | -                | 234,311            | 20,833           |
|                                                                        | <b>9,242,977</b>   | -                | <b>9,242,977</b>   | <b>8,975,954</b> |

The previous year was the last when the Think Ahead Programme remained partially funded by a Grant Award from the DHSC, insofar as it related to delivery of the 2020 and earlier Cohorts. The amount of £27,524 represented unspent grant funding from the year ending March 2023 which was paid back to DHSC on 7 July 2023. This was treated as a creditor (see DHSC Creditor in Note 13). All this income was Restricted in nature. During year ending 31 March 2021 activity commenced for the recruitment of the 2021 Cohort, and continuing activity relating both to this and the 2022 and 2023 Cohorts is funded by a procurement contract with DHSC. During this year ending 31 March 2024 activity has commenced for the recruitment of the 2024 Cohort, and continuing activity relating both to this and the 2025 Cohort is funded by a Variation Agreement with DHSC. Income derived from both contracts is Unrestricted in nature.

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2024**

4a Analysis of expenditure

| Charitable activities               |                  |                  |                                                 |                |                  |               |                  |                  |
|-------------------------------------|------------------|------------------|-------------------------------------------------|----------------|------------------|---------------|------------------|------------------|
|                                     | Recruitment      | Programmes       | External<br>Relations, Policy<br>and Evaluation | Raising Funds  | Governance costs | Support costs | TOTAL<br>2024    | TOTAL<br>2023    |
|                                     | £                | £                | £                                               | £              | £                | £             | £                | £                |
| Staff costs (Note 7)                | 355,807          | 894,324          | 296,020                                         | 182,610        | -                | 449,323       | 2,178,084        | 1,923,629        |
| Apportion Staff Costs (Note 1.10)   | 252,088          | 123,122          | (296,020)                                       | 11,732         | -                | (90,922)      | -                | -                |
| Apportioned staff costs             | 607,895          | 1,017,446        | -                                               | 194,342        | -                | 358,401       | 2,178,084        | 1,923,629        |
| <b>Think Ahead Programme:</b>       |                  |                  |                                                 |                |                  |               |                  |                  |
| Bursaries (see note below)          | -                | 2,695,503        | -                                               | -              | -                | -             | 2,695,503        | 2,819,630        |
| Other Participant support           | -                | 84,331           | -                                               | -              | -                | -             | 84,331           | 75,953           |
| Alumni                              | -                | 5,704            | -                                               | -              | -                | -             | 5,704            | 8,178            |
| Placement learning                  | -                | 1,173,088        | -                                               | -              | -                | -             | 1,173,088        | 1,184,052        |
| Academic tuition                    | -                | 2,041,959        | -                                               | -              | -                | -             | 2,041,959        | 2,078,326        |
| Monitoring, evaluation and research | -                | 27,969           | -                                               | 6,243          | -                | -             | 34,212           | 8,847            |
| Attraction of Participants          | 3,575            | -                | -                                               | -              | -                | -             | 3,575            | 1,897            |
| Selection of Participants           | 171,546          | -                | -                                               | (3,404)        | -                | -             | 168,142          | 103,791          |
| Preparation for Programme           | 82,626           | -                | -                                               | -              | -                | -             | 82,626           | 57,377           |
| Innovation Fund Initiatives         | -                | 630              | -                                               | -              | -                | -             | 630              | -                |
| <b>Other Programmes:</b>            |                  |                  |                                                 |                |                  |               |                  |                  |
| Other Charitable Activities         | -                | 181,969          | -                                               | (73,378)       | -                | -             | 108,591          | 28,511           |
| Total support costs (Note 5a)       | 189,947          | 119,930          | -                                               | 6,180          | 45,186           | 332,914       | 694,156          | 585,354          |
|                                     | 1,055,589        | 7,348,529        | -                                               | 129,983        | 45,186           | 691,315       | 9,270,602        | 8,875,545        |
| Apportion Governance costs          | 8,359            | 36,149           | -                                               | 678            | (45,186)         | -             | -                | -                |
| Apportion Support costs             | 127,893          | 553,052          | -                                               | 10,370         | -                | (691,315)     | -                | -                |
| <b>Total expenditure</b>            | <b>1,191,841</b> | <b>7,937,730</b> | <b>-</b>                                        | <b>141,031</b> | <b>-</b>         | <b>-</b>      | <b>9,270,602</b> | <b>8,875,545</b> |
| <b>Analysed as:</b>                 |                  |                  |                                                 |                |                  |               |                  |                  |
| Business development                | -                | -                | -                                               | 110,946        | -                | -             | 110,946          | 13,723           |
| Policy & research                   | -                | -                | -                                               | 30,085         | -                | -             | 30,085           | 2,598            |
| Think Ahead Programme               | 1,191,841        | 7,755,761        | -                                               | -              | -                | -             | 8,947,602        | 8,830,713        |
| Other Charitable activities         | -                | 181,969          | -                                               | -              | -                | -             | 181,969          | 28,511           |
| <b>Total expenditure</b>            | <b>1,191,841</b> | <b>7,937,730</b> | <b>-</b>                                        | <b>141,031</b> | <b>-</b>         | <b>-</b>      | <b>9,270,602</b> | <b>8,875,545</b> |

Grants are made under the Think Ahead Programme in the form of bursary payments to the individual Participants. For a detailed description of the bursaries, including as to timing and accounting treatment, see Note 1.9.

4b Analysis of expenditure (Prior year)

| Charitable activities             |                  |                  |                                                 |               |                  |                |                  |
|-----------------------------------|------------------|------------------|-------------------------------------------------|---------------|------------------|----------------|------------------|
|                                   | Recruitment      | Programmes       | External<br>Relations, Policy<br>and Evaluation | Raising Funds | Governance costs | Support costs  | TOTAL<br>2023    |
|                                   | £                | £                | £                                               | £             | £                | £              | £                |
| Staff costs (Note 7)              | 357,411          | 815,912          | 273,727                                         | 13,723        | -                | 462,856        | 1,923,629        |
| Apportion Staff Costs (Note 1.10) | 238,878          | 118,876          | (273,727)                                       | 2,598         | -                | (86,625)       | -                |
| Apportioned staff costs           | 596,288          | 934,788          | -                                               | 16,321        | -                | 376,231        | 1,923,629        |
| Bursaries (see note below)        | -                | 2,819,630        | -                                               | -             | -                | -              | 2,819,630        |
| Other Participant support         | -                | 90,353           | -                                               | -             | -                | -              | 90,353           |
| Alumni                            | -                | 8,178            | -                                               | -             | -                | -              | 8,178            |
| Placement learning                | -                | 1,184,052        | -                                               | -             | -                | -              | 1,184,052        |
| Academic tuition                  | -                | 2,078,326        | -                                               | -             | -                | -              | 2,078,326        |
| Monitoring and evaluation         | -                | 8,847            | -                                               | -             | -                | -              | 8,847            |
| Attraction of Participants        | 1,897            | -                | -                                               | -             | -                | -              | 1,897            |
| Selection of Participants         | 103,791          | -                | -                                               | -             | -                | -              | 103,791          |
| Preparation for Programme         | 42,977           | -                | -                                               | -             | -                | -              | 42,977           |
| <b>Other Programmes:</b>          |                  |                  |                                                 |               |                  |                |                  |
| Other Charitable Activities       |                  | 28,511           | -                                               | -             | -                | -              | 28,511           |
| Total support costs (Note 5b)     | 144,543          | 77,912           | -                                               | -             | 44,521           | 318,378        | 585,354          |
|                                   | <b>889,496</b>   | <b>7,230,598</b> | <b>-</b>                                        | <b>16,321</b> | <b>44,521</b>    | <b>694,609</b> | <b>8,875,545</b> |
| Apportion Governance costs        | 8,904            | 35,617           |                                                 |               | (44,521)         |                |                  |
| Apportion Support costs           | 138,922          | 555,687          | -                                               | -             |                  | (694,609)      | -                |
| <b>Total expenditure</b>          | <b>1,037,322</b> | <b>7,821,902</b> | <b>-</b>                                        | <b>16,321</b> | <b>-</b>         |                | <b>8,875,545</b> |
| <b>Analysed as:</b>               |                  |                  |                                                 |               |                  |                |                  |
| Business development              | -                | -                | -                                               | 13,723        | -                | -              | 13,723           |
| Policy & research                 | -                | -                | -                                               | 2,598         | -                | -              | 2,598            |
| Think Ahead Programme             | 1,037,322        | 7,793,391        | -                                               | -             | -                | -              | 8,830,713        |
| Other Charitable activities       |                  | 28,511           | -                                               | -             | -                | -              | 28,511           |
| <b>Total expenditure</b>          | <b>1,037,322</b> | <b>7,821,902</b> | <b>-</b>                                        | <b>16,321</b> | <b>-</b>         | <b>-</b>       | <b>8,875,545</b> |

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2024**

| 5a | Support Costs                                 | Recruitment     | Programmes     | External Relations, Policy and Evaluation | Raising Funds | Governance costs | Support costs  | Total          | Total          |
|----|-----------------------------------------------|-----------------|----------------|-------------------------------------------|---------------|------------------|----------------|----------------|----------------|
|    |                                               |                 |                |                                           |               |                  |                | 2024           | 2023           |
|    |                                               | £               | £              | £                                         | £             |                  |                | £              | £              |
|    | Office costs                                  | 116,277         | 62,216         | 72,071                                    | 2,330         | 18               | 307,525        | 560,438        | 481,955        |
|    | Website, publications and events              | -               | -              | 30,988                                    | -             | -                | -              | 30,988         | 12,281         |
|    | Audit and accountancy                         | -               | -              | -                                         | -             | 16,200           | -              | 16,200         | 15,120         |
|    | Committee expenses                            | -               | -              | -                                         | -             | 5,651            | -              | 5,651          | 4,203          |
|    | Travel                                        | 152             | 25,518         | 831                                       | 445           | 937              | 6,260          | 34,143         | 29,153         |
|    | Finance, insurance, legal & professional      | -               | 688            | 1,135                                     | 3,405         | 22,380           | 19,129         | 46,737         | 42,642         |
|    | Apportion External Relations and Impact costs | 73,518          | 31,507         | (105,025)                                 | -             | -                | -              | -              | -              |
|    | <b>Total Support Costs (to Note 4a)</b>       | <b>189,947</b>  | <b>119,930</b> | <b>-</b>                                  | <b>6,180</b>  | <b>45,186</b>    | <b>332,914</b> | <b>694,157</b> | <b>585,354</b> |
| 5b | Support Costs (Prior year)                    | Recruitment     | Programmes     | External Relations, Policy and Evaluation | Raising Funds | Governance costs | Support costs  | Total          |                |
|    |                                               |                 |                |                                           |               |                  |                | 2023           |                |
|    |                                               | £               | £              | £                                         | £             |                  | £              | £              |                |
|    | Office costs                                  | 68,036          | 23,606         | 96,447                                    | -             | -                | 293,866        | 481,955        |                |
|    | Website, publications and events              | -               | -              | 12,281                                    | -             | -                | -              | 12,281         |                |
|    | Audit and accountancy                         | -               | -              | -                                         | -             | 15,120           | -              | 15,120         |                |
|    | Committee expenses                            | -               | -              | -                                         | -             | 4,203            | -              | 4,203          |                |
|    | Travel                                        | 152             | 21,583         | 223                                       | -             | 1,050            | 6,145          | 29,153         |                |
|    | Finance, insurance and legal                  | -               | -              | 127                                       | -             | 24,148           | 18,367         | 42,642         |                |
|    | Apportion External Relations and Impact costs | 76,355          | 32,723         | (109,078)                                 | -             | -                | -              | -              |                |
|    | <b>Total Support Costs (to Note 4b)</b>       | <b>144,543</b>  | <b>77,913</b>  | <b>-</b>                                  | <b>-</b>      | <b>44,521</b>    | <b>318,377</b> | <b>585,354</b> |                |
| 6  | Net Income / (Expenditure) for the year       |                 |                |                                           |               |                  |                | 2024           | 2023           |
|    |                                               |                 |                |                                           |               |                  |                | £              | £              |
|    | This is stated after charging:                |                 |                |                                           |               |                  |                |                |                |
|    | Auditors' remuneration excl VAT:              | Statutory audit |                |                                           |               |                  | 13,500         | 12,600         |                |
|    |                                               | Other services  |                |                                           |               |                  | -              | -              |                |
|    | Operating leases:                             | Property        |                |                                           |               |                  | 145,085        | 138,029        |                |
|    |                                               | Other           |                |                                           |               |                  | 8,771          | 8,771          |                |

**7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

**Staff costs were as follows:**

|                                                                | 2024             | 2023             |
|----------------------------------------------------------------|------------------|------------------|
|                                                                | £                | £                |
| Salaries                                                       | 1,773,421        | 1,549,910        |
| Social Security costs                                          | 179,697          | 166,929          |
| Employer's contribution to defined contribution pension scheme | 130,658          | 110,643          |
| Redundancy payment                                             | 15,139           | 9,398            |
| Recruitment and other costs                                    | 79,169           | 86,749           |
|                                                                | <b>2,178,084</b> | <b>1,923,629</b> |

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

|                     | 2024 | 2023 |
|---------------------|------|------|
| £60,000 - £69,999   | 2    | 3    |
| £70,000 - £79,999   | 1    | 2    |
| £80,000 - £89,999   | 1    | 1    |
| £90,000 - £99,999   | 1    | -    |
| £120,000 - £129,999 | 1    | -    |

**Key management personnel:**

The total employee benefits (including pension contributions and employers national insurance) of the key management personnel were £529,453 (2023: £453,758 ).

The charity trustees were neither paid nor received any other benefits from engagement with the charity in the period. No charity trustee received payment for professional or other services supplied to the charity.

Trustees' expenses represent the payment or reimbursement of travel, accommodation and subsistence costs totalling £2,630 (2023 - £1,100) incurred by or on behalf of four (2023 - three) members. These costs were connected with trustee meetings or other external events or activities of the charity.

**8 Staff numbers**

The average number of employees (head count based on number of staff employed) during the period was:

**Average headcount:**

|                                   | 2024        |             | 2023        |             |
|-----------------------------------|-------------|-------------|-------------|-------------|
|                                   | Headcount   | FTE         | Headcount   | FTE         |
| Full time employees               | 30.6        | 30.0        | 27.3        | 26.0        |
| Part time and temporary employees | 8.1         | 6.9         | 8.3         | 6.0         |
|                                   | <b>38.7</b> | <b>36.9</b> | <b>35.6</b> | <b>32.0</b> |

Staff are split across the various functions of the charity as follows (headcount basis):

|                                   | 2024        |             | 2023        |             |
|-----------------------------------|-------------|-------------|-------------|-------------|
|                                   | Headcount   | FTE         | Headcount   | FTE         |
| Business Development              | 2.0         | 2.0         | 0.4         | 0.4         |
| Central Programme team            | 9.0         | 8.7         | 7.2         | 7.2         |
| External Relations and Evaluation | 5.7         | 5.2         | 5.0         | 4.4         |
| Finance and Executive             | 6.5         | 6.3         | 6.7         | 6.2         |
| Policy & research                 | 1.0         | 1.0         | 0.1         | 0.1         |
| Practice Specialist team          | 7.0         | 6.8         | 6.3         | 6.3         |
| Recruitment                       | 7.5         | 6.9         | 9.9         | 7.4         |
|                                   | <b>38.7</b> | <b>36.9</b> | <b>35.6</b> | <b>32.0</b> |

**9 Related party transactions**

No transactions with RPs and no donations from RPs.

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2024**

**10 Taxation**

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

**11 Tangible fixed assets**

| Cost                     | Freehold property<br>£ | Fixtures and fittings<br>£ | Computer equipment<br>£ | Motor vehicles<br>£ | Total<br>£ |
|--------------------------|------------------------|----------------------------|-------------------------|---------------------|------------|
| At the start of the year | -                      | 45,276                     | -                       | -                   | 45,276     |
| Additions in year        | -                      | -                          | -                       | -                   | -          |
| Disposals in year        | -                      | -                          | -                       | -                   | -          |
| At the end of the year   | -                      | 45,276                     | -                       | -                   | 45,276     |
| <b>Depreciation</b>      |                        |                            |                         |                     |            |
| At the start of the year | -                      | 20,649                     | -                       | -                   | 20,649     |
| Charge for the year      | -                      | 16,418                     | -                       | -                   | 16,418     |
| Eliminated on disposal   | -                      | -                          | -                       | -                   | -          |
| At the end of the year   | -                      | 37,067                     | -                       | -                   | 37,067     |
| <b>Net book value</b>    |                        |                            |                         |                     |            |
| At the end of the year   | -                      | 8,209                      | -                       | -                   | 8,209      |
| At the start of the year | -                      | 24,627                     | -                       | -                   | 24,627     |

All of the above assets are used for charitable purposes.

**12 Debtors**

|                      | 2024<br>£        | 2023<br>£      |
|----------------------|------------------|----------------|
| Trade debtors        | 573,456          | 25,000         |
| Other debtors        | 46,933           | 46,684         |
| Prepayments          | 78,181           | 40,534         |
| Provision for Income | 526,564          | -              |
|                      | <b>1,225,134</b> | <b>112,218</b> |

Under the Variation Agreement with DHSC which governs the delivery of the 2024 and 2025 Cohorts, invoicing is rendered to DHSC in arrears. Hence the income which relates to C2024 delivery during the period January to March 2024 was invoiced in April, hence the largest component (£503,976) of the Provision. Provision has also been made for income of £27,569 connected to the IPS Grow Project. Finally, a negative component is included of £6,157 which represents an income adjustment in favour of DHSC under the Original Contract which relates to participant withdrawals during the period January to March 2024.

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

|                              | 2024<br>£        | 2023<br>£        |
|------------------------------|------------------|------------------|
| Trade Creditors              | 1,023,905        | 479,989          |
| Taxation and Social Security | 62,632           | 42,431           |
| VAT                          | 36,654           | 4,127            |
| Pensions                     | 20,917           | 15,844           |
| Accruals                     | 2,398,028        | 2,375,212        |
| Amortised rent free period   | 3,173            | 6,492            |
| Provision for dilapidations  | 8,333            | -                |
| DHSC Creditor                | -                | 27,524           |
| Other Creditors              | 324              | 423              |
| Deferred income              | 481,711          | 406,823          |
|                              | <b>4,035,678</b> | <b>3,358,865</b> |

"DHSC Creditor" in 2023 represents the part of the Department of Health and Social Care ("DHSC") grant funding for the year ending 31 March 2023 which was unspent as at 31 March 2023 and which was paid back to the Department on 7 July 2023. With this being the final tranche of Grant funding there is no equivalent creditor figure as at 31 March 2024.

"Deferred income" in both 2023 and 2024 relates to certain elements of income received from DHSC pursuant to the Original Contract for the Provision of Services but in respect of which the related expenditure was yet to be incurred as a binding commitment of the charity. The amount deferred under this Note 13 will be allocated to expenditure expected to be incurred during financial year ending 31 March 2025.

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2024**

| 14 | Creditors: amounts falling due after more than one year | 2024<br>£      | 2023<br>£      |
|----|---------------------------------------------------------|----------------|----------------|
|    | Amortised rent free period                              | -              | 3,173          |
|    | Provision for dilapidations                             | -              | 5,000          |
|    | Deferred income                                         | 249,447        | 223,418        |
|    |                                                         | <b>249,447</b> | <b>231,591</b> |

"Deferred income" in both 2023 and 2024 relates to certain elements of income received from DHSC pursuant to the Original Contract for the Provision of Services but in respect of which the related expenditure was yet to be incurred as a binding commitment of the charity. The amount deferred under this Note 14 will be allocated to expenditure expected to be incurred during financial year ending 31 March 2026.

| 15a | Movements in funds (current year)     | At 31 March<br>2023 | Income and<br>transfers | Expenditure        |                    |                    |                    | Transfers        | At 31 March<br>2024 |
|-----|---------------------------------------|---------------------|-------------------------|--------------------|--------------------|--------------------|--------------------|------------------|---------------------|
|     |                                       | £                   | £                       | Staff Costs<br>£   | Support Costs<br>£ | Operations<br>£    | TOTAL<br>£         |                  | £                   |
|     | Restricted funds                      | -                   | -                       | -                  | -                  | -                  | -                  | -                | -                   |
|     | <b>Total Restricted funds</b>         | -                   | -                       | -                  | -                  | -                  | -                  | -                | -                   |
|     | <b>General funds</b>                  |                     |                         |                    |                    |                    |                    |                  |                     |
|     | General Funds                         | 1,044,785           | 6,867                   | (23,841)           | (6,244)            |                    | (30,085)           | (959,000)        | 62,567              |
|     | Business Development                  |                     | 234,311                 | (167,097)          | (17,227)           | (108,591)          | (292,915)          | -                | (58,604)            |
|     | Think Ahead Programme                 |                     | 9,008,666               | (1,975,334)        | (668,958)          | (6,148,818)        | (8,793,110)        | -                | 215,557             |
|     | <b>Total of General Funds</b>         | <b>1,044,785</b>    | <b>9,249,844</b>        | <b>(2,166,272)</b> | <b>(692,429)</b>   | <b>(6,257,409)</b> | <b>(9,116,109)</b> | <b>(959,000)</b> | <b>219,520</b>      |
|     | <b>Designated Funds</b>               |                     |                         |                    |                    |                    |                    |                  |                     |
|     | <b>DHSC Reinvestment Fund:</b>        |                     |                         |                    |                    |                    |                    |                  |                     |
|     | Alumni Development                    |                     |                         |                    |                    |                    | -                  | 56,000           | 56,000              |
|     | Website Development                   |                     |                         |                    |                    | (22,822)           | (22,822)           | 40,000           | 17,178              |
|     | Evaluation                            |                     |                         |                    | (1,728)            |                    | (1,728)            | 21,800           | 20,072              |
|     | Involvement Lead                      |                     |                         | (11,812)           |                    |                    | (11,812)           | 62,000           | 50,188              |
|     | Improving Applicant Experience        |                     |                         |                    |                    | (77,280)           | (77,280)           | 108,000          | 30,720              |
|     | Online Portal Development             |                     |                         |                    |                    | (10,959)           | (10,959)           | 36,000           | 25,041              |
|     | Video Application System              |                     |                         |                    |                    | (15,581)           | (15,581)           | 56,000           | 40,419              |
|     | Salesforce Development                |                     |                         |                    |                    | (13,680)           | (13,680)           | 32,200           | 18,520              |
|     | Innovation Fund                       |                     |                         |                    |                    | (630)              | (630)              | 122,000          | 121,370             |
|     | <b>DHSC Retained Contingency Fund</b> |                     |                         |                    |                    |                    | -                  | 425,000          | 425,000             |
|     | <b>Total Unrestricted funds</b>       | <b>1,044,785</b>    | <b>9,249,844</b>        | <b>(2,178,084)</b> | <b>(694,156)</b>   | <b>(6,398,361)</b> | <b>(9,270,601)</b> | <b>-</b>         | <b>1,024,028</b>    |
|     | <b>Total funds</b>                    | <b>1,044,785</b>    | <b>9,249,844</b>        | <b>(2,178,084)</b> | <b>(694,156)</b>   | <b>(6,398,361)</b> | <b>(9,270,601)</b> | <b>-</b>         | <b>1,024,027</b>    |

The amount brought forward from the previous Financial Year of £1,044,785 was primarily derived from surpluses of income over expenditure relating to ongoing delivery of the 2021, 2022 and 2023 Cohorts under the flagship Think Ahead Programme. Discussion ensued between Think Ahead and DHSC over the disposition of such surpluses. Whilst it was acknowledged by DHSC that the contractual nature of the delivery agreement dictated that such surpluses belonged to Think Ahead, it was at the same time mutually recognised that the COVID crisis had fundamentally altered the conditions under which delivery of the Programme was undertaken, with the result that the surpluses were of a higher order than the parties would reasonably have expected. Hence the parties sought to agree a mutually acceptable plan to use the greater part of such surpluses to establish two Designated Funds.

The amount of £425,000 was to be set aside to form a **DHSC Retained Contingency Fund**. This would be retained by Think Ahead as a safeguard against unforeseen future costs which Think Ahead might need to incur in the course of continuing to deliver the flagship Programme, and also to be a fund of last resort to facilitate an orderly winding down of the Programme in the event that future funding was scaled back or discontinued altogether.

A total amount of £534,000 was to be set aside as a resource to fund a series of future activities to be undertaken by Think Ahead, collectively to be known as the **DHSC Re-Investment Fund**.

The amounts forming the sub-Funds **Alumni Development** and **Evaluation** are intended to fund the continuation of those activities which support the flagship Programme but which are not directly funded for the 2024 and 2025 Cohorts by the governing Variation Agreement.

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2024**

**15 Movements in funds (continued)**

The amount forming the sub-Fund **Website Development** is intended to fund future improvement and enhancement of the Think Ahead website.

The amount forming the sub-Fund **Involvement Lead** is intended to fund the establishment of a new staff position dedicated to enhancing and expanding the contribution made to delivery of the flagship Programme by the members of the Lived Experience Partnership.

The four linked sub-Funds for **Improving Applicant Experience, Online Portal Development, Video Application System, and Salesforce Development** are intended to fund the introduction and maintenance of new systems and processes which are designed to streamline and enhance the experiences of candidates and participants as they apply to join, and, if successful, progress through the Programme.

Finally the **Innovation** sub-Fund is intended as a resource for Think Ahead to use to identify new projects which complement, expand or enhance the existing scope of the flagship Programme. The current focus of deployment is the provision of Substance Misuse Training to external qualified social workers, and all reported expenditure relates to this.

The agreement between Think Ahead and DHSC to establish these Funds was recorded as part of Schedule 6 to the Variation Agreement extending funding to the 2024 and 2025 Cohorts. It was in turn confirmed by the Board of Trustees at their Meeting on 19 July 2023.

It will be seen from this Note 15a that in Financial year ending 31 March 2024 there was a surplus of income over expenditure of £221,557 as regards delivery of the Think Ahead Programme. This has led to discussions with DHSC applying the Gainshare provisions of the governing Contract. These discussions have in turn led to the parties' agreeing to enter into a Change Authorisation Note as of 6 June 2024 whereby £110,000 from the surplus of £221,557 will be retained by Think Ahead and used to establish a Designated Fund to support the recruitment of an additional two Participants to form part of the 2024 Cohort. The remainder (insofar as it relates to delivery of the 2021, 2022 and 2023 Cohorts) will be returned to DHSC via a deduction made to the first quarterly invoice raised after Think Ahead's accounts have been finalised at audit.

**15b Movements in funds (prior year)**

|                                 | At 31 March<br>2022 | Income           | Expenditure        |                    |                    |                    |           | At 31 March<br>2023 |
|---------------------------------|---------------------|------------------|--------------------|--------------------|--------------------|--------------------|-----------|---------------------|
|                                 | £                   | £                | Staff Costs<br>£   | Support Costs<br>£ | Operations<br>£    | TOTAL<br>£         | Transfers | £                   |
| Restricted funds                | 7,678               | 544,009          | (187,344)          | (49,635)           | (314,707)          | (551,687)          |           | -                   |
| <b>Total Restricted funds</b>   | <b>7,678</b>        | <b>544,009</b>   | <b>(187,344)</b>   | <b>(49,635)</b>    | <b>(314,707)</b>   | <b>(551,687)</b>   | <b>-</b>  | <b>-</b>            |
| General funds                   | 76,581              | 1,742            | (16,322)           |                    |                    | (16,322)           |           | 62,001              |
| Other Charitable activity       | 858,375             | 8,431,945        | (1,719,963)        | (268,742)          | (6,318,831)        | (8,307,536)        |           | 982,784             |
| <b>Total Unrestricted funds</b> | <b>934,956</b>      | <b>8,433,687</b> | <b>(1,736,285)</b> | <b>(268,742)</b>   | <b>(6,318,831)</b> | <b>(8,323,858)</b> | <b>-</b>  | <b>1,044,785</b>    |
| <b>Total funds</b>              | <b>942,634</b>      | <b>8,977,696</b> | <b>(1,923,629)</b> | <b>(318,378)</b>   | <b>(6,633,538)</b> | <b>(8,875,545)</b> | <b>-</b>  | <b>1,044,785</b>    |

**16 Reconciliation of net income to net cash flow from operating activities**

|                                                   | 2024<br>£        | 2023<br>£      |
|---------------------------------------------------|------------------|----------------|
| Net income for the reporting period (as per SOFA) | (20,758)         | 102,151        |
| investments                                       | (6,435)          | (1,742)        |
| Depreciation of fixed assets                      | 16,418           | 15,451         |
| (Increase) in debtors                             | (1,112,916)      | (6,701)        |
| Increase in creditors                             | 694,669          | 340,122        |
| <b>Net cash provided by operating activities</b>  | <b>(429,022)</b> | <b>449,281</b> |

**17 Operating lease commitments**

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

|                    | Property<br>2024<br>£ | Equipment<br>2024<br>£ | Property<br>2023<br>£ | Equipment<br>2023<br>£ |
|--------------------|-----------------------|------------------------|-----------------------|------------------------|
| Less than one year | 72,782                | 3,989                  | 145,255               | 8,771                  |
| One to five years  | -                     | -                      | 72,782                | 3,989                  |
|                    | <b>72,782</b>         | <b>3,989</b>           | <b>218,037</b>        | <b>12,761</b>          |

**18 Legal status of the charity**

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.



-  @ThinkAheadMH
-  thinkaheadorg
-  think-ahead-org
-  @Think AheadMH
-  @thinkahead

[thinkahead.org](https://thinkahead.org)

The Think Ahead Organisation is a registered charity and a company limited by guarantee.  
Charity number: 1166577. Company number: 10015893.

**THE THINK AHEAD ORGANISATION**

England & Wales - Charity number 1166577

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# Accounts

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# Annual report and financial statements

For the year ended  
31 March 2023

The Think Ahead Organisation  
Company number: 10015893  
Charity number: 1166577



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## Reference and administrative information

### Registered name and charity number:

The Think Ahead Organisation  
1166577 (registered in England & Wales)

### Company number

10015893 (country of incorporation United Kingdom)

### Registered office address

Record Hall,  
16-16A Baldwins Gardens,  
London, EC1N 7RJ

### Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Professor Dame Carol Black - Chair  
Dr Ruth Allen  
Professor Kamaldeep Bhui  
Levi Chambers-Cook  
Professor David Croisdale-Appleby OBE  
James Darley  
Dr Navina Evans CBE  
John Lawlor  
Professor Sir Julian Le Grand  
Donald Peck  
Sharon Rice-Oxley  
Nicholas Timmins

### Company Secretary

Elizabeth Ambekar  
(resigned 6 July 2023)  
Philippa Mariani  
(appointed 6 July 2023)

### Key management

Ella Joseph, Chief Executive  
(resigned 30 September 2022)  
Philippa Mariani, Chief Executive  
(from 1 December 2022)  
Elizabeth Ambekar, Finance and Operations Director  
(to 6 July 2023)  
Douglas Ridley, Finance and Operations Director  
(from 19 September 2023)  
Penelope East, External Relations Director  
Rachel Slade, Programme Director  
Ivan Wise, Recruitment Director/Interim Chief Executive  
(1 October 2022 – 30 November 2022);  
Business Development Director  
(from 1 April 2023)

### Bankers

Lloyds Bank plc  
Villiers House,  
48-49 The Strand,  
London, WC2N 5LL

### Solicitors

Bates Wells Braithwaite  
10 Queen St Place,  
London, EC4R 1BE

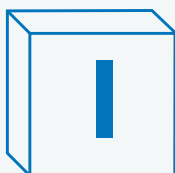
Stone King LLP  
Boundary House,  
91-93 Charterhouse Street,  
London, EC1M 6HL

### Auditor

Sayer Vincent LLP  
Chartered Accountants and Statutory Auditor  
Invicta House,  
108-114 Golden Lane,  
London, EC1Y 0TL

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# Message from the Chair of the Board



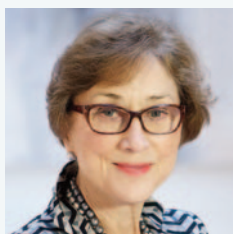
I am proud to have been the Chair of Think Ahead's Board since its inception in 2014. It has been a true privilege to contribute to this charity and play a part in its invaluable contribution to mental health services.

One of the things I've most admired about the charity is its focus on supporting the social aspects of people's lives. Interventions must include supporting people to manage the things that matter to us all – a happy home, healthy relationships, and financial stability. A social approach can be transformational, and it is an ethos embedded in our programme.

We know there have been great external pressures over the last year. The cost-of-living crisis has affected our applicants, trainees, practitioners, and people who use mental health services. I am in admiration of the thousands of people who engage with the Think Ahead programme and apply to be part of our social work programme. It is a courageous decision to dedicate your professional life to the support of others, and perhaps even more so given the instability of recent times.

As a charity, we were sad to see Chief Executive and co-founder, Ella Joseph, move on this year, but we were delighted to welcome our new CEO, Philippa Mariani.

The Board knows Philippa is passionate about the impact Think Ahead can have on the health and social care workforce, ensuring that everyone struggling with their mental health receives timely, effective, and empathetic support. We look forward to working closely with her and her team to make this ambition a reality.



**Professor Dame Carol Black**  
Chair of Think Ahead

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## Message from the CEO



Since Think Ahead launched its first programme cohort in 2016, we have welcomed and trained nearly 1,000 new mental health social workers. Joining from all walks of life and backgrounds, they share one motivation: to bring a social approach to mental health services and their professional practice.

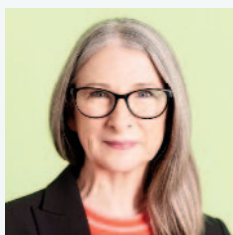
Without our programme, most of those people would not have thought of embarking on a career in social work. Eight years on, many of them are leading the way in integrated social work. They're working across primary health care, social care, community mental health and in-patient teams, in the integrated care systems that are transforming the way health and care is delivered in local communities.

In my first months here, I have been constantly impressed by the passion, dedication, and thoughtfulness that every one of our Think Ahead trainees and alumni shows. I know they are, and will continue to be, outstanding professionals in mental health services, making a real difference to people's lives.

It's that impact that drives Think Ahead. Working with partners across the country, our charity has supported thousands of people living with mental health challenges through the recruitment, training, and development of the mental health workforce.

I am very proud to pick up the mantle from co-founder Ella Joseph and am full of gratitude for her leadership and achievements.

Times remain tough and our pursuit of a society where people with mental health illnesses can live their best independent lives is more important than ever. I am looking forward to being part of the difference as we prepare to launch our new five-year strategy in autumn 2023.



**Philippa Mariani**  
CEO

# Trustees' annual report

The Trustees present their report and the audited financial statements for the year ended 31 March 2023.

The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

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## About us

We believe that for people living with mental health needs to thrive, the workforce supporting them must also be thriving. We recruit, train, and develop the mental health workforce to provide the most effective support for people with mental health problems.

Founded in 2014, Think Ahead set out to strengthen mental health social work by attracting talented graduates and career-changers to the sector. Every year, we recruit up to 160 graduates and career-changers into mental health social work: providing them with a combination of academic learning and intensive on-the-job training through placements in NHS mental health trusts and local authorities across England.

We advocate for social approaches to mental health, recognising that medical interventions alone may not improve someone's mental health. When someone is experiencing mental ill health, they need support across all aspects of their life. Support for the things that matter most to us all: housing, family, employment, relationships, and community.

## Looking Back

### The flagship programme

In 2022, we welcomed 152 trainees into our seventh cohort and they are training with our partners in NHS mental health trusts and local authorities across England.

Their training placements are spread across a wide range of mental health services including peri-natal, forensic, older adults, learning disabilities, transition to adulthood support, and community mental health teams.

We strive to promote equality, diversity and inclusion through our work believing in social justice and the value that diversity of thought and experience brings. Encouraging under-represented groups – such as men and people from Black, Asian, and ethnically diverse communities – to begin a career in mental health social work with us remains a key focus for us.

We continuously look for ways to improve the reach and impact of our programme. Through ongoing dialogue with our trainees, partners' operational leads, and people with lived experience, we can learn and improve.

In addition to monitoring the trainee experience, we have focused on the impact that our training partnerships have within NHS trusts and local authorities. We are proud to report that in 2022, 92% of the operational leads for social work told us they believed our partnership had had a broader impact on their organisation - from raising awareness and the status of mental health social work in their organisations, to improving the team's performance and morale.

### Supporting our alumni

The support we offer our trainees does not end when they finish our programme. Our growing alumni community offers a space for newly qualified social workers and experienced social workers alike to come together, to learn and support one another.

Providing additional resources and support, including our monthly guided reflective practice sessions, we invest in our alumni community to help them continue long and prosperous careers in the mental health workforce.

Our alumni steering group meets monthly to contribute ideas and initiatives for the community. We provide professional opportunities, training and development activities, and

support our alumni to look after their wellbeing and widen their professional networks. This year for example, we hosted renowned professor Brene Brown's *Dare to Lead* series, sessions on anti-racist social worker practice, and held an online group cookery class with the not-for-profit organisation Migrateful, who give a platform to migrant, asylum seeker and refugee chefs.

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## **Continuing professional development with our consultant social workers**

We had 54 consultant social workers and associate consultant social workers involved in our 2022 cohort. We facilitated practice education professional standards training for 16 of them and delivered refresher training to an additional 13 enabling them to maintain their qualifications. The mental health workforce needs more practice educators, and each of these practitioners are now qualified to support practice education on behalf of other higher education institutions as well as Think Ahead.

In partnership with Middlesex University, we also delivered five days of relationship-based practice training and seven days of continuing professional development training through our development days. Content for these included anti-racist practice in mental health, inclusive practice, and ethical leadership in practice education.

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## **Wider support of the mental health workforce**

We work in partnership with a multitude of organisations to support the workforce and people living with mental health needs.

We embarked on a joint two-year project with the not-for-profit organisation, Social Finance, to help bring specialist support to job seekers living with mental health needs. Commissioned by NHS England, the project seeks to expand access across the country to Individual Placement and Support, by raising awareness of job opportunities in this field, and helping NHS trusts, local authorities and voluntary sector providers to develop and improve their recruitment campaigns for the service. Open to anyone using mental health services who wants to work, the specialist employment service offers personalised support with the assistance of an employment specialist.

Meanwhile, our Pan London NHS Trust Assessed and Supported Year in Employment (ASYE) programme has continued to develop and grow. Created in partnership with East London Foundation Trust and social work leads across London, the programme was formed to ensure London NHS trusts had access to an ASYE programme with an adult mental health focus.

Evaluation of the pilot highlighted the following benefits:

- The value of extra support in the role early in career.
- Meeting with other ASYE delegates.
- Access to informal learning from other mental health professions.
- Increased confidence in working as a mental health social worker.

To date 34 people have completed the programme, and 32 more are currently undertaking the programme with East London NHS Foundation Trust, West London NHS Trust, South London and Maudsley NHS Foundation Trust, and Oxleas NHS Foundation Trust. The training is also being accessed by Isle of Wight NHS Trust, Central and North West London NHS Foundation Trust and Sussex Partnership NHS Foundation Trust.

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## Policy and advocacy

We work to inform and influence national policy, sharing the knowledge and expertise of our trainees, alumni and key stakeholders. We advocate for the best interests of the mental health workforce in response to policy announcements and share our input to key consultations. Our close relationship with new mental health social workers and their employers, alongside our wider work in the sector, gives us valuable insight into the urgent challenges facing the workforce, and the impact these challenges have on service delivery.

This year we submitted a response to the Department of Health and Social Care's mental health and wellbeing consultation. Gathering evidence and expertise from across our network, the submission argued that if we truly want to transform our national approach to mental health, we need a happy, motivated, and properly resourced workforce.

We also provided bespoke policy input to the Department of Health and Social Care, conducting primary research around expanding social work apprenticeships.

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## Governance

In 2022/23, the Board prepared for the completion of the terms of five trustees, including our founding Chair, Professor Dame Carol Black, who will be stepping down in 2024. We are committed to finding new Board members who have the right mix of skills to take our organisation forward, as we start to extend our impact and reach across the mental health workforce.

The Board reviewed its strategic risk profile, taking active steps to support the CEO and senior leadership team to effectively manage and mitigate risk, and to identify and develop new opportunities to increase recruitment, retention and capacity in the workforce. As part of this, a new reserves policy was introduced to enable investment in a growth strategy.

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## Equality, diversity and inclusion

We believe in social justice and know that diversity of thought and experience intrinsically improves the performance of teams and organisations. We have a diverse staff team but want to do more to promote this and make sure that diversity and an inclusive approach to work is a feature at all levels in the charity.

Our target for people from Black, Asian and ethnically diverse communities joining our programme this year increased from 20% to 22%. We exceeded this new target with 27% of our 2022 trainees identifying as being Black, Asian and from ethnically diverse backgrounds.

We believe social mobility is an important indicator of equality, diversity and inclusion and monitor this in our cohort intakes as well. In 2022, over a quarter (27%) of our trainees were eligible for free school meals whilst growing up (the percentage of pupils eligible for free school meals currently in England is 23.8%), and over half (57%) were the first generation to attend university.

We do our best to ensure finances do not get in the way of aspirations to join the mental health sector. Our training programme is fully funded, and we also have a hardship fund to support first-year trainees in case of unexpected financial difficulties. The fund provides non-repayable awards up to £3,000 and supported 37 trainees in 2022/23 – an increase of 27% from the previous cohort. Of the awards made, the most common reasons for applying were for car repair costs (many of our trainees use their cars to visit service users in their training placements and cover significant distances by car) or additional housing costs due to changes in personal circumstances.

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## Looking forward

We have to have a strong and flourishing workforce if we are to truly support people living with mental health needs. Yet the reality is that our dedicated, passionate health and social care professionals are overburdened and under resourced. With vacancy rates at an all-time high, rising from 7% to 10.7% in social care alone last year, investment in the workforce must be prioritised.

Acknowledging the scale of the problem, the government has committed itself to strengthening the health and social care workforce. And we in turn are committed to being part of that process: finding cost effective and impactful solutions that will make a difference for people with mental health needs and the workforce supporting them.

In the next financial year ending 31 March 2024, we will continue our work to recruit, train, promote and develop the mental health workforce. Bringing insights from our community into national policy discussions and embedding lived experience into our work, we are committed to building a thriving workforce. We plan to onboard three new cohorts of trainees in 2023, 2024 and 2025 – bringing over 400 new trainees into mental health social work by 2027.

We will also launch a new five-year plan to extend our impact and reach more broadly across the mental health and social care workforce and grow capacity in the sector.

### **Recruitment**

We will:

- Expand our network of people with lived experience to ensure their insights are embedded in all aspects of our recruitment.
- Recruit up to 160 new and compassionate mental health social worker trainees per year.
- Maximise our recruitment expertise to support partner organisations expand the mental health workforce.
- Embed diversity in our flagship programme and curriculum to ensure it is inclusive and reflective of the communities we support.
- Deliver targeted recruitment events and communications campaigns to ensure we recruit a diverse group of trainees.

### **Training**

We will:

- Continue to embed and listen to feedback from our lived experience network, using their insights to strengthen our flagship programme's curriculum.
- Ensure the flagship programme curriculum is diverse, inclusive and people focussed.
- Provide regular training and development days throughout the flagship programme, to give robust and sustained support to our trainees.

### **Promotion**

We will:

- Expand our alumni community, providing learning and development opportunities for our recently graduated and experienced practitioners.
- Enhance the leadership element of our curriculum to ensure trainees are empowered to create change within the sector.
- Strengthen and diversify our partnerships, working in new locations and with a variety of specialist teams.
- Provide research reports into common challenges such as recruitment and retention.
- Advocate for the social approach within mental health teams.

### **Development**

We will:

- Increase the number and diversity of our lived experience network to ensure it is inclusive and reflective of the range of experiences of people who use mental health services.
- Commit energy and time to policy and research discussions, adding the expertise of our partners and trainees into those debates to ensure policy is informed by the experiences of our trainees and professionals.
- Look at gaps in the sector around training and development and work on partnership projects to help meet some of those challenges.
- Provide innovative recruitment solutions and ideas to other mental health services through bespoke and targeted projects.

## **Structure, governance and management**

### **Constitution of the charity**

The organisation is a charitable company limited by guarantee, incorporated on 19 February 2016 and registered as a charity on 18 April 2016. The charity remained dormant until 1 July 2016, when the Think Ahead programme transferred over to the charity from The Institute for Public Policy Research (IPPR).

The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association.

### **Charitable objectives**

The charitable objectives of Think Ahead are:

- The advancement of education and training, in particular in the fields of mental health support, social work, social care and allied fields.
- The advancement of physical and mental health to improve standards of social care.
- To raise the awareness of mental health issues and promote research for the education of the public.
- The relief of those in need.

### **Our Board and governance**

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note seven to the accounts.

The day-to-day decisions and management of the charity is delegated by the trustees to the CEO and senior staff detailed on page 3.

### **Appointment of trustees**

The charity's governing document does not specify a time limit for the term of office for trustees. It does, however, require one third of the trustees, being those who have been longest in office since their last appointment or reappointment, to retire from office at the annual meeting when the accounts are adopted.

On retirement from their first term of office, a trustee can immediately be reappointed for a second term. Following a second term a trustee generally must take a year's break from office, although provisions are in place for a third consecutive term up to a maximum of three years at which point a trustee must retire from the Board, unless a Special Resolution of the members of the charity allows for a further year.

During 2022/2023 work will be undertaken to recruit new trustees to commence in 2023 and 2024 when several long-standing trustees will reach the end of their terms. New trustees will be offered the opportunity to attend the Board on an informal basis as an observer before taking up their posts.

### **Trustee induction and training**

The current trustees have a good knowledge and understanding of the charity, its flagship programme, and their responsibilities as trustees. Induction processes for new trustees have been developed to include background information on the charity, its strategy, aims, and governance arrangements as well as opportunities to meet key staff members, trainees on the programme and members of the Service Users and Carers Reference Group who work closely with staff to deliver the charity's aims.

Wider training for all trustees is also accessed to address any knowledge and skill gaps as well as to take forward particular areas of interest, such as around equality, diversity and inclusion.

### **Related parties and relationships with other organisations**

There were no related parties or relationships with other organisations during the year.

### **Remuneration policy for key management personnel**

The trustees consider that the senior leadership team as detailed on page 3 comprises the key management personnel of the charity. The trustees decide the reward strategy and annual remuneration for the CEO whilst the pay for the remainder of the senior leadership team is delegated to the CEO. The charity's remuneration policy allocates a salary range to each position, which is based on external benchmarking.

A pay review was undertaken in 2021 which established new bandings for all roles below the CEO and pay increase policy for all roles. These new bandings reflect the skills, responsibilities and experience required for roles within those bandings. This year, as in previous years, the salary review and any pay increases for the CEO and key management personnel were in line with the policy for all staff at the charity. The senior leadership team plans to further review the salary bandings against market benchmarks in 2024.

### **Principal risks and uncertainties**

Trustees have overall responsibility for risk management and in line with their policy maintain a risk register. However, the trustees also recognise that for the risks to be identified and managed successfully there needs to be shared accountability throughout the organisation.

Risks are considered at a strategic, programme and operational level, with the nature of the risk noted on the register along with an assessment of its likelihood and potential impact. The senior leadership team conducts a comprehensive audit of risks facing the charity on a quarterly basis and supports the Board to do the same. Dependent on the nature of the risk, its management will consist of either measures put in place to mitigate against the risk or, where an external risk is outside of the charity's control, a response plan.

The main strategic risks to the charity are:

- **Reliance on a single source of operational funding in the form of a contract from Department of Health and Social Care:** as the current contract covers multiple cohorts on the flagship programme – the 2021, 2022 and 2023 cohorts (and therefore financial years 2020/21–2025/26) – this risk is less critical than in previous years when government funding for the flagship programme was provided on an annual basis. A contract extension will enable further recruitment for cohorts starting in 2024 and 2025. In further mitigation of this, the charity is reviewing options for further diversifying its income and has had success in achieving a number of smaller contracts for delivery of services in 2022/23 and in 2023/24 in line with its charitable objects.
- **A change in administration resulting in loss of political support for the objectives and flagship programme provided by Think Ahead:** we maintain sustained and effective engagement with key stakeholders across the sector and the influencing spectrum, including ministers and shadow ministers, and deliver strong external relations and public profile-building activities.
- **Changes in the regulatory or funding arrangements for routes into social work, for example academic requirements or centrally funded provision of student bursaries:** we maintain close contact with sector leaders, including Social Work England, monitor developments and advocate for positive change in the sector to support our objective of encouraging and enabling people to enter the social work profession and to train as mental health social workers.

The main programme risks to the charity are:

- **Not filling all 160 funded places on the programme** owing to a range of factors including trainee location preferences not matching host organisation locations, a difficult recruitment environment, and cost-of-living pressures. This is mitigated by securing hosts early so locations are known, and targeted recruitment can take place in harder to fill areas. In addition, we provide financial support for people struggling to access or continue the programme owing to financial barriers or unexpected changes in financial circumstances.
- **The ability of all trainees to complete the two-year flagship programme**, where the risk of early drop-out could impact the reputation of the charity. In mitigation of this, the charity has implemented (and continues to refine) robust selection procedures, carefully places trainees in suitable locations and uses a range of in-person and online mechanisms for supporting trainee progress and implementing early additional help if they are struggling.

The main operational risk to the charity is:

- **Organisational capacity to deliver objectives:** diversification and implementation of the Department of Health and Social Care contract, alongside simultaneous contact with multiple cohorts and alumni, could impact the capacity to achieve all objectives to a sufficient quality. This is mitigated by ensuring any new work is sufficiently budgeted to include new resourcing, recruiting new staff as needed and having a robust set of key performance indicators and measures to give advance warning of any potential delivery issues.

## Fundraising

The charity does not engage in public fundraising. The charity nevertheless observes and complies with the relevant fundraising regulations and codes. During the year there were no compliance issues arising from the regulations and codes, and the trustees received no complaints relating to its fundraising practice.

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## Financial Performance

### Income

Think Ahead had income of £8.9 million for the year (2022: £8.8 million) from the Department of Health and Social Care (DHSC) to operate the Think Ahead programme as detailed in note three to the accounts. This funding was a combination of grant and contract funding, the grant funding being the final year of the 2020 cohort. A further £20k of income (2022: £120k) was received for a number of small consultancy projects.

### Expenditure

Overall expenditure was £8.8 million during the year (2022: £8.0 million). These costs relate to the delivery of the programme.

The costs of recruiting trainees and delivering training to them accounted for 91% of total expenditure (2022: 93%). Indirect costs amounted to 9% of total expenditure compared to 7% in the previous year. Some of this increase reflected the emergence from COVID restrictions, in that premises costs represented a full year of a fixed head office space, and a return to in person delivery, resulting in higher travel costs. Indirect costs also reflected an additional staff member in the Finance team, trustee recruitment costs and CEO recruitment costs.

The charity's direct training programme itself cost £7.2 million (2022: £6.6 million) equating to 81% (2022: 83%) of the charitable expenditure. These costs included payment to partners supplying academic tuition and workplace training facilities, as well as bursary payments to trainees on the programme. Contained within the bursary costs were the committed liabilities of £0.9 million to September 2023 (2022: £0.9 million to September 2022), which is the end of Year One for the 2022 Cohort, and these are accrued within the creditor balance at the year end. The intensive training approach required a robust recruitment process, and the direct

costs of these recruiting activities totaled £0.9 million (2022: £0.8 million), 10% (2022: 10%) of the total expenditure.

Spend on the grant element of the DHSC funding was £0.5m which resulted in an unspent proportion of the DHSC grant of £28k (2022: £0.2 million). Under the terms of the restricted grant any underspend of the annual grant allowance is due to be returned to DHSC. As a result, a balance of £28k (2022: £0.2 million) will be returned to the DHSC and this element of the underspend is included within the year-end creditor balances. This is the last year of the grant funding, and a new approach to underspends on contract income is being negotiated with DHSC for 2024 and 2025 contract extensions.

At the report end date, the restricted funds are fully expended (2022: carried forward funds of £8k) and the unrestricted funds stand at £1.04 million (2022: £935k).

All operating surplus will be held in reserve or reinvested in delivering Think Ahead's operational objectives including the expansion of educational training to support the wider mental health workforce, as agreed with DHSC.

### **Reserves policy**

In considering the reserves requirements, trustees considered the nature of the charity's aims and its business model to deliver these.

The trustees have determined that, in order to cover any future costs not included in the existing contract, such as an orderly wind down if required, a range of unrestricted reserves should be held. This range should be between £350,000 and £550,000 and is reviewed annually.

The current unrestricted reserves stand at £1,044,785- (2022: £934,956). The reserves are higher than the range and are to be used to support investment in the development and improvement of the core programme and development of strategic plans to extend and expand the work of Think Ahead related to the wider mental health workforce.

### **Going concern**

In July 2020 Think Ahead signed a contract with DHSC for funding covering the 2021 and 2022 cohorts with an option to extend to cover the 2023 cohort. DHSC have confirmed the extension for the 2023 cohort. This contract gives Think Ahead funding to cover the cost of these cohorts during financial years of 2020-2021 to 2025-2026. Trustees consider that with this contract that the charity has sufficient income and liquidity to cover a period of at least 12 months from the date of approving the accounts and that the charity is, therefore, a going concern. A further contract extension for the 2024 and 2025 cohorts has been agreed.

## Statement of trustees' responsibilities

The trustees (who are also directors of The Think Ahead Organisation for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2023 was twelve (2022: eleven). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The Trustees' Annual Report has been prepared in accordance with the special provisions applicable to companies subject to the small companies regime.

The Trustees' Annual Report has been approved by the trustees on 9 November 2023 and signed on their behalf by:

**Professor Dame Carol Black**  
Chair of Think Ahead

## **Independent auditor's report**

### **Opinion**

We have audited the financial statements of Think Ahead (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

### **Basis for opinion**

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

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' 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 Think Ahead'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 trustees with respect to going concern are described in the relevant sections of this report.

### **Other Information**

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual 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 trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

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

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

### **Auditor's responsibilities for the audit of the financial statements**

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

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 are set out below.

### **Capability of the audit in detecting irregularities**

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

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use of our report**

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

**Joanna Pitman**

(Senior statutory auditor)

**24 November 2023**

for and on behalf of

Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane,

LONDON, EC1Y 0TL

The Think Ahead Organisation  
**Statement of Financial Activities (incorporating an income and expenditure account)**  
**For the year ended 31 March 2023**

|                                                                          |      |                    | 2023             |                       | 2022                  |
|--------------------------------------------------------------------------|------|--------------------|------------------|-----------------------|-----------------------|
|                                                                          | Note | Unrestricted Funds | Restricted Funds | Year to 31 March 2023 | Year to 31 March 2022 |
|                                                                          |      | £                  | £                | £                     | £                     |
| <b>Income from:</b>                                                      |      |                    |                  |                       |                       |
| Charitable activities                                                    |      |                    |                  |                       |                       |
| Think Ahead Programme                                                    | 3    | 8,411,112          | 544,009          | 8,955,121             | 8,784,181             |
| Other Charitable activities                                              |      | 20,833             | -                | 20,833                | 119,895               |
| Investment income                                                        |      | 1,742              | -                | 1,742                 | 168                   |
| <b>Total incoming resources</b>                                          |      | <b>8,433,687</b>   | <b>544,009</b>   | <b>8,977,696</b>      | <b>8,904,244</b>      |
| <b>Expenditure on:</b>                                                   |      |                    |                  |                       |                       |
| Raising funds                                                            |      |                    |                  |                       |                       |
| Business development                                                     |      | 13,723             | -                | 13,723                | -                     |
| Policy & research                                                        |      | 2,599              | -                | 2,599                 | -                     |
| Charitable activities                                                    |      |                    |                  |                       |                       |
| Think Ahead Programme                                                    |      | 8,286,703          | 544,009          | 8,830,712             | 7,985,177             |
| Other Charitable activities                                              |      | 20,833             | 7,678            | 28,511                | 52,846                |
| <b>Total expenditure</b>                                                 | 4a   | <b>8,323,858</b>   | <b>551,687</b>   | <b>8,875,545</b>      | <b>8,038,023</b>      |
| <b>Net income / (expenditure) and net movement in funds for the year</b> | 6    | <b>109,829</b>     | <b>(7,678)</b>   | <b>102,151</b>        | <b>866,221</b>        |
| <b>Reconciliation of funds</b>                                           |      |                    |                  |                       |                       |
| Total funds brought forward                                              |      | 934,956            | 7,678            | 942,634               | 76,413                |
| <b>Total funds carried forward</b>                                       |      | <b>1,044,785</b>   | <b>-</b>         | <b>1,044,785</b>      | <b>942,634</b>        |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 13 to the Financial Statements.

|                                                                      | Notes | £         | 31 March<br>2023<br>£ | 31 March<br>2022<br>£ |
|----------------------------------------------------------------------|-------|-----------|-----------------------|-----------------------|
| <b>Fixed assets:</b>                                                 | 11    |           | 24,627                | 31,378                |
| <b>Current assets:</b>                                               |       |           |                       |                       |
| Debtors and prepayments                                              | 12    | 112,218   |                       | 105,517               |
| Cash at bank and in hand                                             |       | 4,498,396 |                       | 4,056,073             |
|                                                                      |       | <hr/>     |                       | <hr/>                 |
|                                                                      |       | 4,610,614 |                       | 4,161,590             |
|                                                                      |       | <hr/>     |                       | <hr/>                 |
| <b>Liabilities:</b>                                                  |       |           |                       |                       |
| Creditors: Amounts falling due within one year                       | 13    | 3,590,456 |                       | 3,250,334             |
|                                                                      |       | <hr/>     |                       | <hr/>                 |
|                                                                      |       | 3,590,456 |                       | 3,250,334             |
|                                                                      |       | <hr/>     |                       | <hr/>                 |
| <b>Net current assets</b>                                            |       |           | 1,020,158             | 911,256               |
|                                                                      |       |           | <hr/>                 |                       |
| <b>Net Assets</b>                                                    |       |           | <b>1,044,785</b>      | <b>942,634</b>        |
|                                                                      |       |           | <hr/>                 | <hr/>                 |
| <b>The funds of the charity:</b>                                     |       |           |                       |                       |
| Unrestricted funds                                                   |       |           | 1,044,785             | 934,956               |
| Restricted income Funds                                              |       |           | -                     | 7,678                 |
|                                                                      |       |           | <hr/>                 | <hr/>                 |
|                                                                      |       |           | <b>1,044,785</b>      | <b>942,634</b>        |
|                                                                      |       |           | <hr/>                 | <hr/>                 |
| <b>APPROVED</b> by the Trustees on<br>and signed on their behalf by: |       |           |                       |                       |

**Professor Dame Carol Black**  
Chair  
**Date: 9 November 2023**

The Think Ahead Organisation  
**Statement of cash flows**  
**For the year ending 31 March 2023**

|                                                              |                    | Year to<br>31 March<br>2023 | Year to<br>31 March 2022 |
|--------------------------------------------------------------|--------------------|-----------------------------|--------------------------|
| <b>Cash flows from operating activities</b>                  | <b><u>Note</u></b> |                             |                          |
| <b>Net cash provided by / (used in) operating activities</b> | 15                 | 449,281                     | 1,833,979                |
| <b>Cash flows from investing activities:</b>                 |                    |                             |                          |
| Dividends, interest and rents from investments               | 1,742              | 168                         |                          |
| Proceeds from the sale of fixed assets                       | -                  | -                           |                          |
| Purchase of fixed assets                                     | (8,700)            | (36,576)                    |                          |
| Proceeds from sale of investments                            | -                  | -                           |                          |
| Purchase of investments                                      | -                  | -                           |                          |
|                                                              |                    |                             |                          |
| <b>Net cash provided by investing activities</b>             |                    | (6,958)                     | (36,408)                 |
|                                                              |                    |                             |                          |
| <b>Change in cash and cash equivalents in the period</b>     |                    | 442,323                     | 1,797,571                |
| Cash and cash equivalents at the beginning of the period     |                    | 4,056,073                   | 2,258,502                |
|                                                              |                    |                             |                          |
| <b>Cash and cash equivalents at the end of the period</b>    |                    | <b>4,498,396</b>            | <b>4,056,073</b>         |

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2023**

**1.1 Statutory information**

The Think Ahead Organisation is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is Unit 318, The Record Hall, 16-16a Baldwins Gardens, London, EC1 N 7RJ.

**1.2 Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

Key judgements that the charitable company has made which have a significant effect on the accounts include the treatment of bursary payments as described more fully in Note 1.9 below.

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**1.3 Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**1.4 Going concern**

The Trustees consider there are no material uncertainties about the charitable company's ability to continue as a going concern. In reaching this conclusion they have in particular considered the financial stability secured by having agreed a procurement contract with the Department of Health and Social Care ("DHSC") for delivery of three Cohorts of Participants (the 2021, 2022 and 2023 Cohorts). That financial stability has been further solidified by having signed in October 2023 a contract extension to cover two further Cohorts of Participants (the 2024 and 2025 Cohorts) thereby providing core income extending into financial year ending 31 March 2028.

**1.5 Income**

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

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

With regard to income arising under the primary Contract for the Provision of Services entered into with DHSC, as referred to in Note 1.4 above, some elements of total income are specifically identified as being related to certain categories of expenditure. Only those income elements which relate to expenditure which is committed to and binding upon the charity as at 31 March has been recognised during the year. Such income elements as have been received from DHSC prior to 31 March, but which relate to expenditure not at that date binding upon the charity, have been deferred.

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

**1.6 Interest receivable**

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

**1.7 Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund. The primary activity of the charity is the implementation of the Think Ahead Programme, a graduate training scheme for mental health social workers. During the year the Programme remained partly funded by grant income from DHSC. The grant funding related to expenditure for the 2020 and earlier Cohorts and all income and expenditure relating to those elements of the Programme is dealt with as Restricted activity. As per Note 1.4 above during the previous year the Programme became partly (for the 2021, 2022 and 2023 Cohorts) governed by a procurement contract, and in the current year the Programme became primarily funded by the Contract. Those elements of the Programme are reported as Unrestricted activity.

As explained in the above section on Restricted funds Unrestricted funds includes those elements of the Think Ahead Programme which are governed by a procurement contract with DHSC. Therefore income and expenditure relating to the 2021 and 2022 Cohort are dealt with as Unrestricted activity. Also included are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes. There were no such funds during the period.

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2023**

**1.8 Expenditure and irrecoverable VAT**

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

- Recruitment function - expenditure relating to the identification of potential candidates to become Participants on the Programme; assessment of those candidates and selection as confirmed Participants.
- Programme function: expenditure relating to the delivery of the Programme, to include: liaising with the Academic Partner (Middlesex University) regarding delivery of the academic content of the Programme; identifying potential candidate Host Organisations; negotiating Delivery Agreements whereby confirmed Host Organisations undertake the delivery of the placement learning content of the Programme; providing support to Participants through the team of Practice Specialists; providing financial and logistic support to Participants, primarily by means of bursary payments; providing logistic and administrative support for the Programme generally. Expenditure is recognised when services are received (with the exception of bursaries, covered in Note 1.9 below). For the Host Organisations providing placements for the units of (typically) four Participants, the fees payable to them under the governing Delivery Agreements are paid in three Instalments. The expenditure represented by the First and Second Instalments is recognised in the reporting period when the costs are incurred to provide the service. An accrual is made for the Third Instalment which is payable in the July of the following reporting period. As with bursaries, this accrual recognises that although the services provided by the Host in consideration of the Third Instalment are incurred in the following reporting period, the charity has a commitment under the governing delivery agreement to pay that Instalment as at the balance sheet date.
- External Relations and Evaluation functions - expenditure relating to promoting awareness of the existence and content of the Programme, so as to facilitate the recruitment of potential Participants and Host Organisations: to include written publications, production of visual media, use of website and other social media. Additionally, evaluation of the impact of the Programme, using both internal resources and external consultants.

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

**1.9 Grants payable**

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

Grants are made under the Think Ahead Programme in the form of bursary payments to the Participants. These bursary payments are governed by a Participant Training Agreement entered into between the charity and each Participant. The total amount of the bursary payment covers a period of fourteen months from July of one calendar year (when the Participant begins the Programme) up to September of the following calendar year (when the Participant achieves a Postgraduate Diploma in Social Work). As at the accounting year end of the charity, therefore, six further instalments of the bursary have yet to be paid. Since the charity has a commitment to pay these further instalments, an accrual for the remaining instalments has been recognised in the accounts.

**1.10 Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

Direct staff and support costs are salary and overhead costs of the operational department responsible for that activity.

Senior management remuneration costs are apportioned between operational and support activities dependent on time spent. This results in the following allocation:

|                                    | Direct (operational) | Indirect (support) |
|------------------------------------|----------------------|--------------------|
| CEO                                | 75%                  | 25%                |
| Programme and Recruitment Director | 100%                 | -                  |
| External Relations Director        | 100%                 | -                  |
| Finance and Operations Director    | -                    | 100%               |

These apportionments are effected in the "Apportion Staff Costs" line of Note 4. Two further apportionments are made there, those being (1) to apportion those staff costs for the Policy and Research function within External relations to the Raising Funds section and (2) to apportion the remaining staff costs for the External Relations department in line with the next paragraph.

External relations costs are considered to be direct operational costs in support of the primary operational functions of recruitment and programme. They are respectively apportioned at 70% to recruitment and 30% to programme, on the basis of time spent. This apportionment is applied to support costs in the lower section of Note 5.

Indirect staff and support costs are the costs of overall direction and administration of each activity, comprising the salary and overhead costs of the central and governance functions. These have been respectively apportioned at 20% to recruitment and 80% to programme on the basis of time spent. This apportionment is applied in the lower section of Note 4.

**1.11 Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

**1.12 Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £1,750. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

The only assets capitalised relate to tenant's improvements to the office premises at the Record Hall, Baldwins Gardens, London EC1N 7RJ, being building works, audio visual equipment, and door security systems. The value of those works / assets will be amortised over the 3 year duration of the Lease of the Record Hall which commenced as of 27 September 2021.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

|                                            |         |
|--------------------------------------------|---------|
| Leasehold property - tenant's improvements | 3 years |
|--------------------------------------------|---------|

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2023**

**1.13 Debtors**

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

**1.14 Short term deposits**

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months. At the reporting period end the charity did not hold any short term deposits.

**1.15 Cash at bank and in hand**

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

**1.16 Creditors and provisions**

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

**1.17 Pensions**

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

**2 Detailed comparatives for the statement of financial activities**

|                                                                          |                                       | Unrestricted<br>Funds | Restricted<br>Funds | Year<br>to<br>31 March<br>2022 |
|--------------------------------------------------------------------------|---------------------------------------|-----------------------|---------------------|--------------------------------|
|                                                                          |                                       | £                     | £                   | £                              |
| <b>Income from:</b>                                                      |                                       |                       |                     |                                |
| Charitable activities                                                    |                                       |                       |                     |                                |
|                                                                          | Think Ahead Programme                 | 7,028,774             | 1,755,407           | 8,784,181                      |
|                                                                          | Other Charitable Activity Income      | 99,895                | 20,000              | 119,895                        |
| Investment income                                                        |                                       | 168                   | -                   | 168                            |
| Other income                                                             |                                       | -                     | -                   | 0                              |
| <b>Total incoming resources</b>                                          |                                       | <b>7,128,837</b>      | <b>1,775,407</b>    | <b>8,904,244</b>               |
| <b>Expenditure on:</b>                                                   |                                       |                       |                     |                                |
| Raising funds                                                            |                                       | -                     | -                   | -                              |
| Charitable activities                                                    |                                       |                       |                     |                                |
|                                                                          | Think Ahead Programme                 | 6,229,770             | 1,755,407           | 7,985,177                      |
|                                                                          | Other Charitable Activity Expenditure | 40,524                | 12,322              | 52,846                         |
| <b>Total expenditure</b>                                                 |                                       | <b>6,270,294</b>      | <b>1,767,729</b>    | <b>8,038,023</b>               |
| <b>Net income / (expenditure) and net movement in funds for the year</b> |                                       | <b>858,543</b>        | <b>7,678</b>        | <b>866,221</b>                 |
| <b>Reconciliation of funds</b>                                           |                                       |                       |                     |                                |
| Total funds brought forward                                              |                                       | 76,413                | -                   | 76,413                         |
| <b>Total funds carried forward</b>                                       |                                       | <b>934,956</b>        | <b>7,678</b>        | <b>942,634</b>                 |

**3 Income from Charitable Activities**

|                                                                        | Unrestricted<br>Funds | Restricted<br>Funds | 2023<br>£<br>Total | 2022<br>£        |
|------------------------------------------------------------------------|-----------------------|---------------------|--------------------|------------------|
| <b>Think Ahead Programme:</b>                                          |                       |                     |                    |                  |
| Grant received from DHSC                                               |                       | 571,533             | 571,533            | 1,996,918        |
| Unspent grant to be repaid - included within Other Creditors (Note 11) |                       | (27,524)            | (27,524)           | (241,511)        |
|                                                                        |                       | <b>544,009</b>      | <b>544,009</b>     | <b>1,755,407</b> |
| Contract payments received from DHSC                                   | 8,411,112             |                     | 8,411,112          | 7,028,774        |
|                                                                        | <b>8,411,112</b>      | <b>544,009</b>      | <b>8,955,121</b>   | <b>8,784,181</b> |
| <b>Other Charitable Activity Income</b>                                | 20,833                | -                   | 20,833             | 119,895          |
|                                                                        | <b>8,431,945</b>      | <b>544,009</b>      | <b>8,975,954</b>   | <b>8,904,076</b> |

During the year the Think Ahead Programme remained partially funded by a Grant Award from the DHSC, insofar as it relates to the 2020 and earlier Cohorts. The amount of £241,511 represents unspent grant funding from the year ending March 2022 which was returned by the charity to DHSC via a corresponding reduction to the instalment of grant funding received on 7 February 2022. The amount of £27,524 represents unspent grant funding from the year ending March 2023 which in previous years has been returned by the charity to DHSC via a corresponding reduction to a future instalment of grant funding. However this being the final instalment of grant funding, the amount of £27,524 was paid back to DHSC on 7 July 2023. This has been treated as a creditor (see DHSC Creditor in Note 12). All this income is Restricted in nature. During year ending 31 March 2021 activity commenced for the recruitment of the 2021 Cohort, and continuing activity relating both to this and the 2022 and 2023 Cohorts is funded by a procurement contract with DHSC. Income derived from the contract is Unrestricted in nature.

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2023**

4a Analysis of expenditure

|                                   | Charitable activities |                  |                                              |               |                     |                  | TOTAL<br>2023    | TOTAL<br>2022    |
|-----------------------------------|-----------------------|------------------|----------------------------------------------|---------------|---------------------|------------------|------------------|------------------|
|                                   | Recruitment           | Programmes       | External Relations,<br>Policy and Evaluation | Raising Funds | Governance<br>costs | Support<br>costs |                  |                  |
|                                   | £                     | £                | £                                            | £             | £                   | £                | £                | £                |
| Staff costs (Note 7)              | 357,411               | 815,912          | 273,727                                      | 13,723        | -                   | 462,856          | 1,923,629        | 1,574,661        |
| Apportion Staff Costs (Note 1.10) | 238,878               | 118,876          | (273,727)                                    | 2,598         | -                   | (86,625)         | -                | -                |
| Apportioned staff costs           | 596,289               | 934,788          | -                                            | 16,321        | -                   | 376,231          | 1,923,629        | 1,574,661        |
| <b>Think Ahead Programme:</b>     |                       |                  |                                              |               |                     |                  |                  |                  |
| Bursaries (see note below)        | -                     | 2,819,630        | -                                            | -             | -                   | -                | 2,819,630        | 2,773,251        |
| Other Participant support         | -                     | 90,353           | -                                            | -             | -                   | -                | 90,353           | 26,737           |
| Alumni                            | -                     | 8,178            | -                                            | -             | -                   | -                | 8,178            | 10,602           |
| Placement learning                | -                     | 1,184,052        | -                                            | -             | -                   | -                | 1,184,052        | 1,139,365        |
| Academic tuition                  | -                     | 2,078,326        | -                                            | -             | -                   | -                | 2,078,326        | 1,850,973        |
| Monitoring and evaluation         | -                     | 8,847            | -                                            | -             | -                   | -                | 8,847            | 11,125           |
| Attraction of Participants        | 1,897                 | -                | -                                            | -             | -                   | -                | 1,897            | 600              |
| Selection of Participants         | 103,791               | -                | -                                            | -             | -                   | -                | 103,791          | 95,262           |
| Preparation for Programme         | 42,977                | -                | -                                            | -             | -                   | -                | 42,977           | 57,455           |
| <b>Other Programmes:</b>          |                       |                  |                                              |               |                     |                  |                  |                  |
| Other Charitable Activities       | -                     | 28,511           | -                                            | -             | -                   | -                | 28,511           | 52,846           |
| Total support costs (Note 5a)     | 144,543               | 77,912           | -                                            | -             | 44,521              | 318,378          | 585,354          | 445,145          |
|                                   | 889,497               | 7,230,597        | -                                            | 16,321        | 44,521              | 694,609          | 8,875,545        | 8,038,023        |
| Apportion Governance costs        | 8,904                 | 35,617           | -                                            | -             | (44,521)            | -                | -                | -                |
| Apportion Support costs           | 138,922               | 555,687          | -                                            | -             | -                   | (694,609)        | -                | -                |
| <b>Total expenditure</b>          | <b>1,037,323</b>      | <b>7,821,901</b> | <b>-</b>                                     | <b>16,321</b> | <b>-</b>            | <b>-</b>         | <b>8,875,545</b> | <b>8,038,023</b> |

Grants are made under the Think Ahead Programme in the form of bursary payments to the individual Participants. For a detailed description of the bursaries, including as to timing and accounting treatment, see Note 1.9.

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2023**

4b Analysis of expenditure (Prior year)

|                                   | Charitable activities |                  |                                              |               |                     |                  |                  |
|-----------------------------------|-----------------------|------------------|----------------------------------------------|---------------|---------------------|------------------|------------------|
|                                   | Recruitment           | Programmes       | External Relations,<br>Policy and Evaluation | Raising Funds | Governance<br>costs | Support<br>costs | TOTAL<br>2022    |
|                                   | £                     | £                | £                                            | £             | £                   | £                | £                |
| Staff costs (Note 7)              | 328,192               | 667,893          | 236,402                                      | -             | -                   | 342,174          | 1,574,661        |
| Apportion Staff Costs (Note 1.10) | 196,376               | 97,806           | (236,402)                                    | -             | -                   | (57,779)         | -                |
| Apportioned staff costs           | 524,567               | 765,699          | -                                            | -             | -                   | 284,395          | 1,574,661        |
| Bursaries (see note below)        | -                     | 2,756,402        | -                                            | -             | -                   | -                | 2,756,402        |
| Other Participant support         | -                     | 43,586           | -                                            | -             | -                   | -                | 43,586           |
| Alumni                            | -                     | 10,602           | -                                            | -             | -                   | -                | 10,602           |
| Placement learning                | -                     | 1,139,365        | -                                            | -             | -                   | -                | 1,139,365        |
| Academic tuition                  | -                     | 1,850,973        | -                                            | -             | -                   | -                | 1,850,973        |
| Monitoring and evaluation         | -                     | 11,125           | -                                            | -             | -                   | -                | 11,125           |
| Attraction of Participants        | 600                   | -                | -                                            | -             | -                   | -                | 600              |
| Selection of Participants         | 95,262                | -                | -                                            | -             | -                   | -                | 95,262           |
| Preparation for Programme         | 57,455                | -                | -                                            | -             | -                   | -                | 57,455           |
| <b>Other Programmes:</b>          |                       |                  |                                              |               |                     |                  |                  |
| Other Charitable Activities       |                       | 52,846           |                                              |               |                     |                  | 52,846           |
| Total support costs (Note 5b)     | 91,666                | 44,112           | -                                            | -             | 16,489              | 292,878          | 445,145          |
|                                   | <b>769,550</b>        | <b>6,674,711</b> | -                                            | -             | <b>16,489</b>       | <b>577,274</b>   | <b>8,038,023</b> |
| Apportion Governance costs        | 3,298                 | 13,192           |                                              |               | (16,489)            |                  |                  |
| Apportion Support costs           | 115,455               | 461,819          | -                                            | -             |                     | (577,274)        | -                |
| <b>Total expenditure</b>          | <b>888,303</b>        | <b>7,149,720</b> | -                                            | -             | -                   | -                | <b>8,038,023</b> |

| 5a | Support Costs                                 | Recruitment    | Programmes    | External Relations,<br>Policy and Evaluation | Raising Funds | Governance<br>costs | Support<br>costs | Total<br>2023  | Total<br>2022  |
|----|-----------------------------------------------|----------------|---------------|----------------------------------------------|---------------|---------------------|------------------|----------------|----------------|
|    |                                               | £              | £             | £                                            | £             |                     |                  | £              | £              |
|    | Office costs                                  | 68,036         | 23,606        | 96,447                                       | -             |                     | 293,866          | 481,955        | 370,909        |
|    | Website, publications and events              | -              | -             | 12,281                                       | -             |                     | -                | 12,281         | 11,663         |
|    | Audit and accountancy                         | -              | -             | -                                            | -             | 15,120              | -                | 15,120         | 14,580         |
|    | Committee expenses                            | -              | -             | -                                            | -             | 4,203               | -                | 4,203          | 1,089          |
|    | Travel                                        | 152            | 21,583        | 223                                          | -             | 1,050               | 6,145            | 29,153         | 8,153          |
|    | Finance, insurance, legal & professional      | -              | -             | 127                                          | -             | 24,148              | 18,367           | 42,642         | 38,751         |
|    | Apportion External Relations and Impact costs | 76,355         | 32,723        | (109,078)                                    | -             | -                   | -                | -              | -              |
|    | <b>Total Support Costs (to Note 4a)</b>       | <b>144,543</b> | <b>77,912</b> | -                                            | -             | <b>44,521</b>       | <b>318,378</b>   | <b>585,354</b> | <b>445,145</b> |

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2023**

| 5b | Support Costs (Prior year)                    | Recruitment   | Programmes    | External Relations,<br>Policy and Evaluation | Raising Funds | Governance<br>costs | Support<br>costs | Total          |
|----|-----------------------------------------------|---------------|---------------|----------------------------------------------|---------------|---------------------|------------------|----------------|
|    |                                               | £             | £             | £                                            | £             |                     | £                | 2022<br>£      |
|    |                                               |               |               |                                              |               |                     |                  |                |
|    | Office costs                                  | 58,973        | 23,677        | 33,528                                       | -             |                     | 254,731          | 370,909        |
|    | Website, publications and events              | -             | -             | 11,663                                       | -             |                     | -                | 11,663         |
|    | Audit and accountancy                         | -             | -             | -                                            |               | 14,580              |                  | 14,580         |
|    | Committee expenses                            | -             | -             | -                                            |               | 1,089               |                  | 1,089          |
|    | Travel                                        | 178           | 5,060         | 229                                          |               | 104                 | 2,583            | 8,153          |
|    | Finance, insurance and legal                  | -             | 1,440         | 1,031                                        |               | 717                 | 35,564           | 38,751         |
|    | Apportion External Relations and Impact costs | 32,516        | 13,935        | (46,451)                                     | -             |                     | -                | -              |
|    | <b>Total Support Costs (to Note 4b)</b>       | <b>91,666</b> | <b>44,112</b> | <b>-</b>                                     | <b>-</b>      | <b>16,489</b>       | <b>292,878</b>   | <b>445,145</b> |

| 6                                | Net Income / (Expenditure) for the year | 2023 |         | 2022 |        |
|----------------------------------|-----------------------------------------|------|---------|------|--------|
|                                  |                                         | £    |         | £    |        |
|                                  | This is stated after charging:          |      |         |      |        |
| Auditors' remuneration excl VAT: | Statutory audit                         |      | 12,600  |      | 10,950 |
|                                  | Other services                          |      | -       |      | 1,200  |
| Operating leases:                | Property                                |      | 138,029 |      | 94,183 |
|                                  | Other                                   |      | 8,771   |      | 7,282  |

**7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

**Staff costs were as follows:**

|                                                                | <b>2023</b>      | <b>2022</b>      |
|----------------------------------------------------------------|------------------|------------------|
|                                                                | £                | £                |
| Salaries                                                       | 1,549,910        | 1,303,681        |
| Social Security costs                                          | 166,929          | 130,012          |
| Employer's contribution to defined contribution pension scheme | 110,643          | 100,228          |
| Redundancy payment                                             | 9,398            | -                |
| Recruitment and other costs                                    | 86,749           | 40,740           |
|                                                                | <b>1,923,629</b> | <b>1,574,661</b> |

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

|                   | <b>2023</b> | <b>2022</b> |
|-------------------|-------------|-------------|
| £60,000 - £69,999 | <b>3</b>    | -           |
| £70,000 - £79,999 | 2           | 2           |
| £80,000 - £89,999 | 1           | 2           |

**Key management personnel:**

The total employee benefits (including pension contributions and employers national insurance) of the key management personnel were £453,758 (2022: £459,698 ).

The charity trustees were neither paid nor received any other benefits from engagement with the charity in the period. No charity trustee received payment for professional or other services supplied to the charity.

Trustees' expenses represent the reimbursement of travel costs totalling £113 incurred by two members. These costs were connected with trustee meetings or other external events or activities of the charity. In the previous year all equivalent events were held virtually due to COVID restrictions and therefore no such expenses were incurred.

**8 Staff numbers**

The average number of employees (head count based on number of staff employed) during the period was:

**Average headcount:**

Full time employees  
 Part time and temporary employees

| 2023        |             | 2022        |             |
|-------------|-------------|-------------|-------------|
| Headcount   | FTE         | Headcount   | FTE         |
| 27.3        | 26.0        | 23.8        | 22.3        |
| 8.3         | 6.0         | 7.0         | 5.8         |
| <b>35.6</b> | <b>32.0</b> | <b>30.8</b> | <b>28.2</b> |

Staff are split across the various functions of the charity as follows (headcount basis):

|                                   | 2023        |             | 2022        |             |
|-----------------------------------|-------------|-------------|-------------|-------------|
|                                   | Headcount   | FTE         | Headcount   | FTE         |
| Business Development              | 0.4         | 0.4         | -           | -           |
| Central Programme team            | 7.2         | 7.2         | 6.0         | 5.8         |
| External Relations and Evaluation | 5.0         | 4.4         | 4.9         | 4.5         |
| Finance and Executive             | 6.7         | 6.2         | 5.8         | 5.1         |
| Policy & research                 | 0.1         | 0.1         | -           | -           |
| Practice Specialist team          | 6.3         | 6.3         | 5.4         | 5.4         |
| Recruitment                       | 9.9         | 7.4         | 8.8         | 7.4         |
|                                   | <b>35.6</b> | <b>32.0</b> | <b>30.8</b> | <b>28.2</b> |

**9 Related party transactions**

No transactions with RPs and no donations from RPs.

**10 Taxation**

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2023**

**11 Tangible fixed assets**

|                               | Freehold<br>property<br>£ | Fixtures and<br>fittings<br>£ | Computer equipment<br>£ | Motor vehicles<br>£ | Total<br>£ |
|-------------------------------|---------------------------|-------------------------------|-------------------------|---------------------|------------|
| <b>Cost</b>                   |                           |                               |                         |                     |            |
| At the start of the year      | -                         | 36,576                        | -                       | -                   | 36,576     |
| Additions in year             | -                         | 8,700                         | -                       | -                   | 8,700      |
| Disposals in year             | -                         | -                             | -                       | -                   | -          |
| At the end of the year        | -                         | 45,276                        | -                       | -                   | 45,276     |
| <b>Depreciation</b>           |                           |                               |                         |                     |            |
| At the start of the year      | -                         | 5,198                         | -                       | -                   | 5,198      |
| Charge for the year           | -                         | 15,451                        | -                       | -                   | 15,451     |
| Eliminated on disposal        | -                         | -                             | -                       | -                   | -          |
| At the end of the year        | -                         | 20,649                        | -                       | -                   | 20,649     |
| <b>Net book value</b>         |                           |                               |                         |                     |            |
| <b>At the end of the year</b> | -                         | 24,627                        | -                       | -                   | 24,627     |
| At the start of the year      | -                         | 31,378                        | -                       | -                   | 31,378     |

All of the above assets are used for charitable purposes.

**12 Debtors**

|               | 2023<br>£      | 2022<br>£      |
|---------------|----------------|----------------|
| Trade debtors | 25,000         | 2,880          |
| Other debtors | 46,684         | 48,720         |
| Prepayments   | 40,534         | 53,916         |
|               | <b>112,218</b> | <b>105,516</b> |

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

|                              | 2023<br>£        | 2022<br>£        |
|------------------------------|------------------|------------------|
| Trade Creditors              | 479,989          | 156,113          |
| Taxation and Social Security | 42,431           | 34,814           |
| VAT                          | 4,127            | 480              |
| Pensions                     | 15,844           | 15,199           |
| Accruals                     | 2,375,212        | 2,410,377        |
| Amortised rent free period   | 9,665            | 16,156           |
| Provision for dilapidations  | 5,000            | 1,667            |
| DHSC Creditor                | 27,524           | 241,511          |
| Other Creditors              | 423              | 500              |
| Deferred income              | 630,241          | 373,516          |
|                              | <b>3,590,456</b> | <b>3,250,334</b> |

"DHSC Creditor" in 2022 represents the part of the Department of Health and Social Care ("DHSC") grant funding for the year ending 31 March 2022 which was unspent as at 31 March 2022 and which was returned to the Department via a corresponding reduction in the instalment of grant funding received on 7 February 2023. The equivalent figure in 2023 represents the part of the DHSC grant funding for 2022/23 which was unspent as at 31 March 2023. In previous years this would be returned to DHSC via a corresponding reduction in a future instalment of grant funding, but with the grant funding received in 22/23 being the final instalment of grant funding, the amount of £27,524 was paid back to DHSC on 7 July 2023.

"Deferred income" in both 2022 and 2023 relates to certain elements of income received from DHSC pursuant to the primary Contract for the Provision of Services but in respect of which the related expenditure was yet to be incurred as a binding commitment of the charity.

The Think Ahead Organisation  
**Notes to the financial statements**  
**For the year ending 31 March 2023**

|     |                                   |                     |           |             |               |                           |             |                     |
|-----|-----------------------------------|---------------------|-----------|-------------|---------------|---------------------------|-------------|---------------------|
| 14a | Movements in funds (current year) | At 31 March<br>2022 | Income    | Staff Costs | Support Costs | Expenditure<br>Operations | TOTAL       | At 31 March<br>2023 |
|     |                                   | £                   | £         | £           | £             | £                         | £           | £                   |
|     | Restricted funds                  | 7,678               | 544,009   | (187,344)   | (49,635)      | (314,707)                 | (551,687)   | -                   |
|     | Total Restricted funds            | 7,678               | 544,009   | (187,344)   | (49,635)      | (314,707)                 | (551,687)   | -                   |
|     | General funds                     | 76,581              | 1,742     | (16,322)    |               |                           | (16,322)    | 62,001              |
|     | Other charitable activity         | 858,375             | 8,431,945 | (1,719,963) | (268,742)     | (6,318,831)               | (8,307,536) | 982,784             |
|     | Total Unrestricted funds          | 934,956             | 8,433,687 | (1,736,285) | (268,742)     | (6,318,831)               | (8,323,858) | 1,044,785           |
|     | Total funds                       | 942,634             | 8,977,696 | (1,923,629) | (318,378)     | (6,633,538)               | (8,875,545) | 1,044,785           |

|     |                                 |                     |           |             |               |                           |             |                     |
|-----|---------------------------------|---------------------|-----------|-------------|---------------|---------------------------|-------------|---------------------|
| 14b | Movements in funds (prior year) | At 31 March<br>2021 | Income    | Staff Costs | Support Costs | Expenditure<br>Operations | TOTAL       | At 31 March<br>2022 |
|     |                                 | £                   | £         | £           | £             | £                         | £           | £                   |
|     | Think Ahead Programme           |                     | 1,775,407 | (437,643)   | (138,086)     | (1,191,999)               | (1,767,729) | 7,678               |
|     | Total Restricted funds          | -                   | 1,775,407 | (437,643)   | (138,086)     | (1,191,999)               | (1,767,729) | 7,678               |
|     | General funds                   | 76,413              | 168       | -           | -             | -                         | -           | 76,581              |
|     | Other Charitable activity       | -                   | 7,128,669 | (1,137,018) | (154,792)     | (4,978,484)               | (6,270,294) | 858,375             |
|     | Total Unrestricted funds        | 76,413              | 7,128,837 | (1,137,018) | (154,792)     | (4,978,484)               | (6,270,294) | 934,956             |
|     | Total funds                     | 76,413              | 8,904,244 | (1,574,661) | (292,878)     | (6,170,483)               | (8,038,023) | 942,634             |

|     |                                                                         |           |           |
|-----|-------------------------------------------------------------------------|-----------|-----------|
| 15. | Reconciliation of net income to net cash flow from operating activities | 2023<br>£ | 2022<br>£ |
|     | Net income for the reporting period (as per SOFA)                       | 102,151   | 866,221   |
|     | investments                                                             | (1,742)   | (168)     |
|     | Depreciation of fixed assets                                            | 15,451    | 5,198     |
|     | (Increase) in debtors                                                   | (6,701)   | 75,990    |
|     | Increase in creditors                                                   | 340,122   | 886,738   |
|     | Net cash provided by operating activities                               | 449,281   | 1,833,979 |

**16. Operating lease commitments**

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

|                    | Property<br>2023<br>£ | Equipment<br>2023<br>£ | Property<br>2022<br>£ | Equipment<br>2022<br>£ |
|--------------------|-----------------------|------------------------|-----------------------|------------------------|
| Less than one year | -                     | -                      | -                     | 817                    |
| One to five years  | 218,037               | 12,761                 | 356,066               | 18,032                 |
|                    | <b>218,037</b>        | <b>12,761</b>          | <b>356,066</b>        | <b>18,849</b>          |

**17. Legal status of the charity**

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.



[thinkahead.org](http://thinkahead.org)

The Think Ahead Organisation is a registered charity and a company limited by guarantee.  
Charity number: 1166577. Company number: 10015893.

**THE THINK AHEAD ORGANISATION**

England & Wales - Charity number 1166577

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# Accounts

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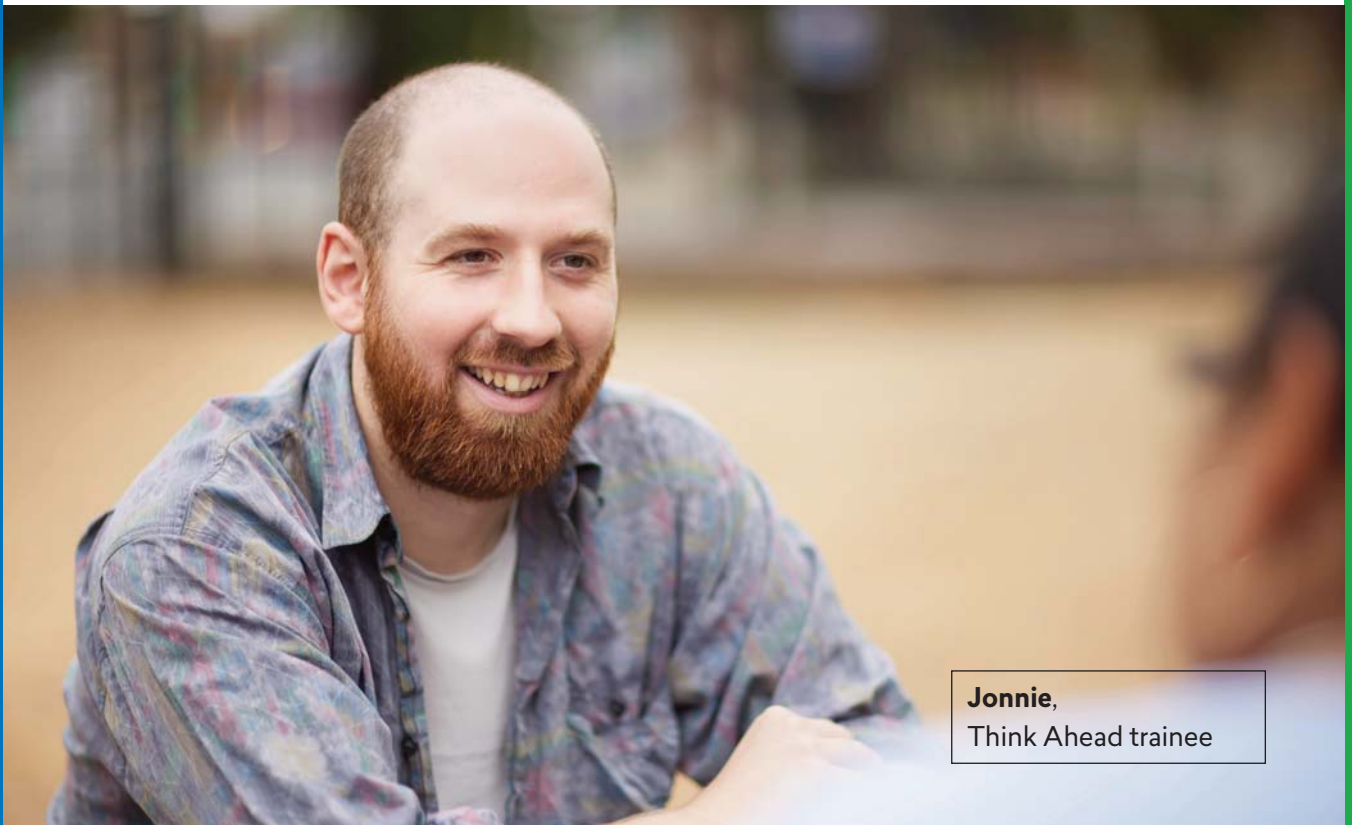


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# Annual report and financial statements

For the year ended  
31 March 2022

The Think Ahead Organisation  
Company number: 10015893  
Charity number: 1166577



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## Reference and administrative information

### Registered name and charity number:

The Think Ahead Organisation  
1166577 (registered in England & Wales)

### Company number

10015893 (country of incorporation United Kingdom)

### Registered office address

Record Hall,  
16-16A Baldwins Gardens,  
London, EC1N 7RJ

### Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Professor Dame Carol Black - Chair  
Dr Ruth Allen  
Professor Kamaldeep Bhui  
(Appointed – 28 April 2021)  
Levi Chambers-Cook  
(Appointed – 28 April 2021)  
Professor David Croisdale-Appleby OBE  
James Darley  
Dr Navina Evans CBE  
John Lawlor  
Professor Sir Julian Le Grand  
Donald Peck  
Sharon Rice-Oxley  
Nicholas Timmins

### Company Secretary

Elizabeth Ambekar

### Key management

Ella Joseph, Chief Executive  
(Resigned – 30th September 2022)  
Ivan Wise, Interim Chief Executive  
(1st October 2022 – 30th November 2022)  
and Recruitment Director (to 30th September 2022)  
Philippa Mariani, Chief Executive  
(From 1st December 2022)  
Elizabeth Ambekar, Finance and Operations Director  
Matthew Brown, Strategy, Evaluation and Communications Director  
(Resigned – 15 September 2021)  
Penelope East, External Relations Director  
(Appointed – 14 September 2021)  
Rachel Slade, Programme Director

### Bankers

Lloyds Bank plc  
Villiers House,  
48-49 The Strand,  
London, WC2N 5LL

### Solicitors

Bates Wells Braithwaite  
10 Queen St Place,  
London, EC4R 1BE,

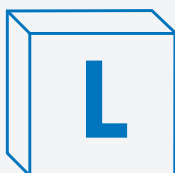
Stone King LLP  
Boundary House,  
91-93 Charterhouse Street,  
London, EC1M 6HL

### Auditor

Sayer Vincent LLP  
Chartered Accountants and Statutory Auditor  
Invicta House,  
108-114 Golden Lane,  
London, EC1Y 0TL

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## Message from the Chair of the Board



Looking back over the year, I am reminded of the dedication and brilliance of our trainees and the difference they make to the lives of people with mental health problems in communities across the country.

Taking a social approach, mental health social workers advocate for people with mental health problems and support them in the everyday issues that matter to us all such as home, family, and work. That approach is not a ‘nice-to-have’. It is a fundamental way to support people to live with dignity and hope, to feel safe and supported in their homes and their community.

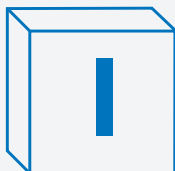
Having set our new organisational strategy to expand our impact and reach, this is a pivotal moment for Think Ahead. We are preparing to wish Chief Executive and co-founder, Ella, a fond farewell and to embark on our next chapter. We will greatly miss Ella’s determined and talented leadership; we look forward to welcoming our next CEO as we progress towards Think Ahead’s vision of a society where everyone living with mental health problems can flourish.



**Professor Dame Carol Black**  
Chair of Think Ahead

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## Message from the CEO



It's been eight years since I became the co-founder and CEO of Think Ahead, and I am hugely proud of what we have achieved in that time.

Welcoming our biggest intake of trainee mental health social workers in 2021 is certainly a highlight. As ever, I remain so impressed by the passion, dedication, and thoughtfulness every one of them showed and know they go on to be outstanding professionals in mental health services, making a real difference to people's lives.

It's that impact that drives Think Ahead. Working with partners across the country, our charity has supported thousands of people living with mental health problems through the recruitment, training, and development of the mental health workforce.

As social, economic, and environmental pressures take their toll, Think Ahead's pursuit of a society where people with mental health problems can flourish is more important than ever.

It's going to be a huge wrench to leave, but I have complete confidence that our charity will continue to go from strength to strength.



**Ella Joseph**  
CEO

# Trustees' annual report

The Trustees present their report and the audited financial statements for the year ended 31 March 2022.

The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

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## About us

At Think Ahead, we believe every person with mental health problems can flourish, but only if the workforce is flourishing too. We recruit, train, and develop the mental health workforce to provide the most effective support for people with mental health problems.

Founded in 2014, Think Ahead set out to strengthen mental health social work by attracting talented graduates and career-changers to the sector. Every year, we recruit around 160 graduates and career-changers into mental health social work: providing them with a combination of academic learning and intensive on-the-job training through placements in NHS mental health trusts and local authorities across England.

We advocate for social approaches to mental health which recognise that medical intervention cannot be relied on alone to improve someone's mental health. When someone is experiencing mental health problems, they need support across all aspects of their life. Support for the things that matter most to us all: housing, family, employment, relationships, and community.

## Looking Back

### Expanding our impact and developing our new three-year strategy

Taking time to reflect on our charity's vision, impact and values, a key milestone is the development of the new three-year organisational strategy. Think Ahead will continue to innovate and seek out opportunities to have a broader impact on the mental health sector.

**Our vision:** That everyone with a mental health problem can flourish.

**We believe:** To ensure people with mental health problems can flourish, the workforce who support them must also be flourishing.

**Our approach:** People with mental health problems need a response that seeks to understand and can support social factors in their lives, from employment to relationships to housing. That is why we advocate for a social approach to mental health provision.

**Our mission:** We recruit, train, and develop the mental health workforce to provide the most effective support to people with mental health problems.

## The flagship programme

We welcomed 163 trainees to our flagship programme for the 2021 cohort. The seventh cohort was our largest yet, and the trainees began their learning placements in 41 NHS trusts & Local Authorities across England.

Think Ahead trainees can be placed in a broad range of services including peri-natal, forensic mental health, older adults, learning disabilities, transition to adulthood support, and community mental health teams.

As well as growing the programme, we have expanded access to it via recruitment events to reach under-represented groups such as men and people from Black, Asian and ethnically diverse communities.

In our partnership working, we have focused on ways to enhance the quality of provision, strengthen our partnerships with NHS mental health trusts and local authorities and improve the experience of those training with us.

We continued to enhance the quality of the programme by listening to our trainees, the operational leads of our host organisations, and people with lived experience. We ensure the curriculum is inclusive and strengths based.

We have developed the leadership element part of the programme, for both trainees and more experienced professionals, to help them feel well equipped to help tackle systemic challenges within the mental health sector.

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## **Think Ahead Alumni**

We are committed to finding compassionate and brilliant people and bringing them into the mental health sector. We recruit them, train them, and then continue to support them well into their careers through our growing alumni network. In 2021, this grew to an alumni network of 300 social workers. We support them through social activities to improve wellbeing and widen their networks, we provide professional opportunities and training and development activities. We want to support Think Ahead alumni to keep committing their skills and energy to the mental health workforce, and our alumni network helps provide them with additional support and resources.

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## **Governance**

We were delighted to welcome two new members to our Board of Trustees: Levi Chambers-Cook and Professor Kamaldeep Bhui.

Ms Chambers-Cook completed the Think Ahead programme in 2018 and her frontline experience has brought an important perspective to the position. Meanwhile, psychiatrist and psychotherapist Professor Bhui brings a wealth of expertise from his longstanding career which has been dedicated to tackling mental health inequalities and improving services.

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## **Equality, Diversity and Inclusion**

We strive to promote equality, diversity, and inclusion throughout all of our work. We have a diverse staff team, but we want to do more to protect this and make sure that diversity and an inclusive approach to work is a feature at all levels of the charity.

In 2021, we recruited two new board members who identify as being from Black, Asian and ethnically diverse backgrounds and all trustees undertook training from The Employers Network for Equality and Inclusion (ENEI) in equality, diversity and inclusion. We also commissioned ENEI to conduct a comprehensive, independent review of all our head office and flagship trainee recruitment processes to provide us with detailed, practical advice on how to embed plans for both diversity and inclusion in all our work.

As part of our wider ambitions on diversity, we set ourselves a target of 20% of the 2021 cohort being people from Black, Asian and ethnically diverse communities. We exceeded this target with 23% self-identifying as being Black, Asian and from ethnically diverse backgrounds.

Our diversity and inclusion group of current trainees and alumni continue to provide valuable feedback on the curriculum and our flagship programme. With their input, we also reviewed the curriculum in partnership with our academic partner Middlesex University. The curriculum includes topics such as anti-racist, anti-oppressive social work practice and exploring systemic oppression with organisations.

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## **Looking forward**

We know that to help people with mental health problems flourish, the workforce who support them must also be flourishing. Amidst ongoing workforce challenges in the mental health sector and the inescapable cost of living crisis, our work supporting the mental health workforce to be as effective, happy, and skilled as possible is more important than ever.

The Government has committed to strengthening the mental health workforce with the ambition that the workforce grows by 34% (39,000 roles) by 2023/24 across the NHS and public sector. With our focus on recruiting, training and developing the workforce we are in a strong position to help with this national effort and make a real difference to people with mental health problems.

In the next financial year ending 31 March 2023, we will continue our work to strengthen social work and social approaches in mental health services through recruitment, training and developing the workforce.

We will increase our commitment to give social workers support in these tough times, amplify the experiences of social workers in national policy discussions, and embed lived experience in all our work.

### **Recruitment**

We will:

- Recruit 160 new and compassionate trainees.
- Put on targeted recruitment events and communications campaigns to ensure we recruit a diverse group of trainees.
- Embed that diversity in our programme and curriculum to ensure it's inclusive and reflective of communities we support.
- Expand our alumni network and provide the network with networking, learning and development opportunities.
- Provide innovative recruitment solutions and ideas to other mental health services through bespoke and targeted projects.
- Expand our network of people with lived experience to ensure their insights are embedded in everything we do.
- Increase the number and diversity of our lived experience network to ensure it is inclusive and reflective of the range of experiences of people who use mental health services.

### **Training**

We will:

- Provide on the job learning and development for our new cohort of trainees.
- Ensure that the curriculum is diverse, inclusive and people-focused.
- Enhance the leadership element of our curriculum to ensure trainees are empowered to create change within the sector.
- Strengthen and diversify our partnerships, working in new locations and with a variety of specialist teams.
- Provide regular training and development days throughout the two years of the programme, to give robust and sustained support to hundreds of mental health social workers each year.
- Embed and listen to the members of our lived experience network and feed those insights into the curriculum.

### **Develop the workforce**

We will:

- Commit energy and time to policy and research discussions, adding the expertise of our partners and trainees into those debates to ensure policy is informed by the experiences of Think Ahead trainees and professionals.
- Provide research reports into common challenges such as recruitment and retention.
- Look at gaps in the sector around training and development and work on partnership projects to help meet some of those challenges.

## **Structure, governance and management**

### **Constitution of the charity**

The organisation is a charitable company limited by guarantee, incorporated on 19 February 2016 and registered as a charity on 18 April 2016. The charity remained dormant until 1 July 2016, when the Think Ahead programme transferred over to the charity from The Institute for Public Policy Research (IPPR).

The company was established under a memorandum of association, which established the objects and powers of the charitable company, and is governed under its articles of association.

### **Charitable Objectives**

The charitable objectives of Think Ahead are:

- The advancement of education and training in particular in the fields of mental health care, social work and social care and allied fields.
- The advancement of physical and mental health to improve standards of social care.
- To raise the awareness of mental health issues and promote research for the education of the public.
- The relief of those in need.

### **Our Board and Governance**

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note seven to the accounts.

The day-to-day decisions and management of the charity is delegated by the Trustees to the Chief Executive and senior staff detailed on page 3.

### **Appointment of Trustees**

As the Think Ahead programme continues to develop, the Board will continue to evolve, with new Trustees recruited with reference to a skills matrix and in particular to address gaps identified by a skills audit. A skills audit is undertaken periodically with the latest being in 2022, which will help support the future recruitment of Trustees.

The charity's governing document does not specify a time limit for the term of office for Trustees but does require one third of the Trustees, being those who have been longest in office since their last appointment or reappointment, to retire from office at the annual meeting when the accounts are adopted.

On retirement from their first term of office, a Trustee can immediately be reappointed for a second term. Following a second term a Trustee generally must take a year's break from office,

although provisions are in place for a third consecutive term up to a maximum of three years at which point a trustee must retire from the Board.

During this year recruitment took place for two new Trustees who were appointed in April 2021. This included the first Alumni Trustee, Levi Chambers-Cook, who was appointed following a competitive, open recruitment process from the Alumni network.

During 2022/2023 work will be undertaken to recruit new Trustees to commence in 2023 and 2024 when a number of long-standing Trustees will reach the end of their terms. New Trustees will be offered the opportunity to attend the Board on an informal basis as an observer before taking up their posts.

### **Trustee induction and training**

All of the current Trustees have a good knowledge and experience of the Think Ahead programme and a good understanding of their responsibilities as Trustees. Induction processes for new Trustees have been developed to include background information on the charity and its strategy, aims, and governance arrangements as well as opportunities to meet key staff at Think Ahead, participants on the programme and the service users and carers involved in the Reference Group who work closely with staff to deliver the charity's aims.

Wider training for all Trustees is also accessed to address any knowledge and skill gaps as well as to take forward particular areas of interest, such as around equality, diversity and inclusion.

### **Related parties and relationships with other organisations**

There were no related parties or relationships with other organisations during the year.

### **Remuneration policy for key management personnel**

The Trustees consider that the Senior Management Team (SMT) as detailed on page 3 are the key management personnel of the charity. The Trustees decide the reward strategy and annual remuneration for the Chief Executive Officer whilst the pay for the remainder of the SMT is delegated to the Chief Executive Officer. The charity's remuneration policy allocates a salary range to each position, which is based on external benchmarking. A pay review was undertaken in 2021 which established new bandings for all roles below CEO and pay increase policy for all roles. These new bandings reflect the skills, responsibilities and experience required for roles within those bandings. This year, as in previous years, the salary review and any pay increases for the CEO and key management personnel were in line with the policy for all staff at the charity.

### **Principal risks and uncertainties**

Trustees have overall responsibility for risk management and in line with their policy maintain a risk register. However, the Trustees also recognise that for the risks to be identified and managed successfully there needs to be shared accountability throughout the organisation.

Risks are considered at a strategic, programme and operational level, with the nature of the risk noted on the register along with an assessment of its likelihood and potential impact. The senior management team conducts a comprehensive audit of risks facing the charity on a quarterly basis and supports the Board to do the same. Dependent on the nature of the risk, its management will consist of either measures put in place to mitigate against the risk or, where an external risk is outside of the charity's control, a response plan.

The main strategic risks to the charity are:

- The reliance on a single source of operational funding in the form of a contract from Department of Health and Social Care (DHSC). As the current contract covers multiple Cohorts on the flagship programme – the 2021, 2022 and 2023 cohorts (and therefore financial years 2020/21-2025/26), this risk is less critical than in previous years when government funding for the flagship programme was provided on an annual basis. In further mitigation of this, the charity is reviewing options for further diversifying its income and has had success in achieving a number of small contracts for delivery of services in 2021/22 and 2022/23 in line with its charitable objects.

The main programme risks to the charity are:

- Not filling all 160 funded places on the programme due to a number of factors including a difficult recruitment environment, reflecting cost of living pressures, and participant location preferences not matching host organisation locations. This is mitigated by securing hosts early so locations are known and targeted recruitment can take place in harder to fill areas as well as providing financial support for those struggling to access the programme on these grounds.
- The ability of all participants to complete the two year programme, where the risk of early drop-out could impact the reputation of Think Ahead. In mitigation of this, the charity has implemented (and continues to refine) robust selection procedures, carefully places participants in suitable locations and uses a range of in-person and online mechanisms for supporting participant progress and implementing early with additional help if they are struggling.

The main operational risk to the charity is:

- Organisational capacity to deliver objectives. Diversification and implementation of the DHSC contract, alongside simultaneous contact with multiple cohorts and alumni could impact the capacity to achieve all objectives to a sufficient quality. This is mitigated by ensuring any new work is sufficiently priced to include new resourcing, recruiting new staff as needed and having a robust set of key performance indicators and measures to give advance warning of any potential delivery issues.

## **Fundraising**

The charity does not engage in public fundraising. The charity nevertheless observes and complies with the relevant fundraising regulations and codes. During the year there was no non-compliance of these regulations and codes and the Trust received no complaints relating to its fundraising practice.

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## **Financial Performance**

### **Income**

Think Ahead had income of £8.8 million for the year (2021: £7.0 million) from the Department of Health and Social Care (DHSC) to operate the Think Ahead programme as detailed in note three to the accounts. This funding was a combination of grant and contract funding, the grant funding being the final year of the 2020 cohort. A further £0.1 million of income (2021: £0.01 million) was received for a number of consultancy projects.

### **Expenditure**

Overall expenditure was £8.0 million during the year (2021: £7.0 million). These costs relate to the delivery of the programme including the increase to 160 participants per year.

The costs of recruiting participants and delivering training to them accounts for 93% of total expenditure (2021: 92%). The charity's direct training programme costs of £6.6 million (2021: £5.7 million) equate to 83% (2021: 83%) of the charitable activities. These costs include payment to partners supplying academic tuition and workplace training facilities, plus bursary payments to participants on the programme. Contained within the bursary costs are the committed liabilities of £0.9 million to September 2022 (2021: £0.7 million to September 2021), which is the end of Year One for the 2021 Cohort, and these are accrued within the creditor balance at the year end.

Spend on the grant element of the DHSC funding was £1.8 million which resulted in an unspent proportion of the DHSC grant of £0.2 million (2021: £0.4 million). Under the terms of the restricted grant any underspend of the annual grant allowance is generally due to be returned to DHSC. As a result, a balance of £0.2 million (2021: £0.4 million) will be returned to the DHSC and this element of the underspend is included within the year-end creditor balances.

The intensive training approach also necessitates a robust recruitment process, and the direct costs of these recruiting activities total £0.8 million (2021: £0.7 million), 10% (2021: 10%) of the total expenditure.

At the report end date, the restricted funds total £8k (2021: £nil) and the unrestricted funds, £935k (2021: £76,000).

All operating surplus will be held in reserve or used to reinvest in delivering Think Ahead's operational objectives including the delivery of educational training.

### **Reserves policy**

In considering the reserves requirements, Trustees considered the nature of the charity's aims and its business model to deliver these. The charity's objects are broad, to enable development into wide areas of education and training in the field of mental health, but as set out above, the primary focus of the charity's work this year has been the delivery of the developed flagship training programme for mental health social workers.

The Trustees have determined that in order to cover any future costs not covered by the existing contract, including an orderly wind down a range of unrestricted reserves should be held. This range should be between £350,000 and £550,000 and will be reviewed annually.

The current unrestricted reserves stand at £934,956 (2021: £76,413). The reserves are higher than the range and are to be used to support investment in the core programme and ongoing work of Think Ahead.

### **Going concern**

In July 2020 Think Ahead signed a contract with DHSC for funding covering the 2021 and 2022 cohorts with an option to extend to cover the 2023 cohort. DHSC have confirmed the extension for the 2023 cohort. This contract gives Think Ahead funding to cover the cost of these cohorts during financial years of 2020-2021 to 2025-2026. Trustees consider that with this contract and the DHSC grant that the charity has sufficient income and liquidity to cover a period of at least 12 months from the date of approving the accounts and that the charity is, therefore, a going concern.

## Statement of trustees responsibilities

The Trustees (who are also directors of The Think Ahead Organisation for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2021 was eleven (2020: ten). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

### **Auditor**

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The Trustee's annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime

The Trustees' annual report has been approved by the Trustees on 2 November 2022 and signed on their behalf by

**Professor Dame Carol Black**

Chair

## **Independent auditor's report**

### **Opinion**

We have audited the financial statements of Think Ahead (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

### **Basis for opinion**

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

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustees' 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 Think Ahead's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

## **Other Information**

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Opinions on other matters prescribed by the Companies Act 2006**

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

- The information given in the Trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Trustees' annual report, has been prepared in accordance with applicable legal requirements.

## **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' annual 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 trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

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

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

### **Auditor's responsibilities for the audit of the financial statements**

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

### **Capability of the audit in detecting irregularities**

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

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use of our report**

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

### **Joanna Pitman**

(Senior statutory auditor)

1 December 2022

for and on behalf of

Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane,

London, EC1Y 0TL

The Think Ahead Organisation  
**Statement of Financial Activities (incorporating an income and expenditure account)**  
**For the year ended 31 March 2022**

|                                                                          |             |                    | 2022             | 2021             |
|--------------------------------------------------------------------------|-------------|--------------------|------------------|------------------|
|                                                                          | <u>Note</u> | Unrestricted Funds | Restricted Funds |                  |
|                                                                          |             | £                  | £                |                  |
| <b>Income from:</b>                                                      |             |                    |                  |                  |
| Charitable activities                                                    |             |                    |                  |                  |
| Think Ahead Programme                                                    | 3           | 7,028,774          | 1,755,407        | 8,784,181        |
| Other Charitable activities                                              |             | 99,895             | 20,000           | 119,895          |
| Donations                                                                |             | -                  | -                | 3,354            |
| Investment income                                                        |             | 168                | -                | 168              |
| <b>Total incoming resources</b>                                          |             | <b>7,128,837</b>   | <b>1,775,407</b> | <b>8,904,244</b> |
| <b>Expenditure on:</b>                                                   |             |                    |                  |                  |
| Raising funds                                                            |             | -                  | -                | 9,437            |
| Charitable activities                                                    |             |                    |                  |                  |
| Think Ahead Programme                                                    |             | 6,229,770          | 1,755,407        | 7,985,177        |
| Other Charitable activities                                              |             | 40,524             | 12,322           | 52,846           |
| <b>Total expenditure</b>                                                 | 4a          | <b>6,270,294</b>   | <b>1,767,729</b> | <b>8,038,023</b> |
| <b>Net income / (expenditure) and net movement in funds for the year</b> | 6           | <b>858,543</b>     | <b>7,678</b>     | <b>866,221</b>   |
| <b>Reconciliation of funds</b>                                           |             |                    |                  |                  |
| Total funds brought forward                                              |             | 76,413             | -                | 76,413           |
| <b>Total funds carried forward</b>                                       |             | <b>934,956</b>     | <b>7,678</b>     | <b>942,634</b>   |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 13 to the Financial Statements.

|                                                | Notes | 31 March<br>2022 |                | 31 March<br>2021 |               |
|------------------------------------------------|-------|------------------|----------------|------------------|---------------|
|                                                |       | £                | £              | £                | £             |
| <b>Fixed assets:</b>                           | 11    |                  | 31,378         |                  | -             |
| <b>Current assets:</b>                         |       |                  |                |                  |               |
| Debtors and prepayments                        | 12    | 105,516          |                | 181,506          |               |
| Cash at bank and in hand                       |       | 4,056,073        |                | 2,258,502        |               |
|                                                |       |                  |                |                  |               |
|                                                |       | 4,161,590        |                | 2,440,008        |               |
|                                                |       |                  |                |                  |               |
| <b>Liabilities:</b>                            |       |                  |                |                  |               |
| Creditors: Amounts falling due within one year | 13    | 3,250,334        |                | 2,363,595        |               |
|                                                |       |                  |                |                  |               |
|                                                |       | 3,250,334        |                | 2,363,595        |               |
|                                                |       |                  |                |                  |               |
| <b>Net current assets</b>                      |       |                  | 911,256        |                  | 76,413        |
|                                                |       |                  |                |                  |               |
| <b>Net Assets</b>                              |       |                  | <b>942,634</b> |                  | <b>76,413</b> |
|                                                |       |                  |                |                  |               |
| <b>The funds of the charity:</b>               |       |                  |                |                  |               |
| Unrestricted funds                             |       |                  | 934,956        |                  | 76,413        |
| Restricted income Funds                        |       |                  | 7,678          |                  | -             |
|                                                |       |                  |                |                  |               |
|                                                |       |                  | <b>942,634</b> |                  | <b>76,413</b> |
|                                                |       |                  |                |                  |               |

**APPROVED** by the Trustees on  
2 November 2022 and signed  
on their behalf by:

The Think Ahead Organisation  
**Statement of cash flows**  
**For the year ending 31 March 2022**

|                                                              |                    | <b>Year to<br/>31 March<br/>2022</b> | <b>Year to<br/>31 March 2021</b> |
|--------------------------------------------------------------|--------------------|--------------------------------------|----------------------------------|
| <b>Cash flows from operating activities</b>                  | <b><u>Note</u></b> |                                      |                                  |
| <b>Net cash provided by / (used in) operating activities</b> | 15                 | 1,833,979                            | 516,877                          |
| <b>Cash flows from investing activities:</b>                 |                    |                                      |                                  |
| Dividends, interest and rents from investments               | 168                | 600                                  |                                  |
| Proceeds from the sale of fixed assets                       | -                  | -                                    |                                  |
| Purchase of fixed assets                                     | (36,576)           | -                                    |                                  |
| Proceeds from sale of investments                            | -                  | -                                    |                                  |
| Purchase of investments                                      | -                  | -                                    |                                  |
|                                                              |                    |                                      |                                  |
| <b>Net cash provided by investing activities</b>             |                    | (36,408)                             | 600                              |
|                                                              |                    |                                      |                                  |
| <b>Change in cash and cash equivalents in the period</b>     |                    | 1,797,571                            | 517,477                          |
| Cash and cash equivalents at the beginning of the period     |                    | 2,258,502                            | 1,741,025                        |
|                                                              |                    |                                      |                                  |
| <b>Cash and cash equivalents at the end of the period</b>    |                    | <b>4,056,073</b>                     | <b>2,258,502</b>                 |

## **1 Accounting policies**

### **1.1 Statutory information**

The Think Ahead Organisation is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is Unit 318, The Record Hall, 16-16a Baldwins Gardens, London, EC1 N 7RJ.

### **1.2 Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

Key judgements that the charitable company has made which have a significant effect on the accounts include the treatment of bursary payments as described more fully in Note 1.9 below.

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

### **1.3 Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

### **1.4 Going concern**

The Trustees consider there are no material uncertainties about the charitable company's ability to continue as a going concern. In reaching this conclusion they have in particular considered (1) the risk of disruption to the charity's activities consequent upon Government restrictions introduced due to COVID-19; and (2) the additional financial stability secured by having agreed a procurement contract with the Department of Health and Social Care ("DHSC") for delivery of two further Cohorts of Participants (the 2021 and 2022 Cohorts). In particular the Trustees have relied upon the assurance given by DHSC by letter dated 31 March 2022 that the 2023 Cohort is to go ahead as part of the contract.

### **1.5 Income**

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

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

With regard to income arising under the primary Contract for the Provision of Services entered into with DHSC, as referred to in Note 1.4 above, some elements of total income are specifically identified as being related to certain categories of expenditure. Only those income elements which relate to expenditure which is committed to and binding upon the charity as at 31 March 2022 has been recognised during the year. Such income elements as have been received from DHSC prior to 31 March 2022, but which relate to expenditure not at that date binding upon the charity, have been deferred.

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

### **1.6 Interest receivable**

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

### **1.7 Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund. The primary activity of the charity is the implementation of the Think Ahead Programme, a graduate training scheme for mental health social workers. During the year the Programme remained partly funded by grant income from DHSC. The grant funding related to expenditure for the 2020 and earlier Cohorts and all income and expenditure relating to those elements of the Programme is dealt with as Restricted activity. As per Note 1.4 above during the previous year the Programme became partly (for the 2021 and 2022 Cohorts) governed by a procurement contract, and in the current year the Programme became primarily funded by the Contract. Those elements of the Programme are reported as Unrestricted activity.

As explained in the above section on Restricted funds Unrestricted funds includes those elements of the Think Ahead Programme which are governed by a procurement contract with DHSC. Therefore income and expenditure relating to the 2021 and 2022 Cohort are dealt with as Unrestricted activity. Also included are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes. There were no such funds during the period.

## 1.8 Expenditure and irrecoverable VAT

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

- Recruitment function - expenditure relating to the identification of potential candidates to become Participants on the Programme; assessment of those candidates and selection as confirmed Participants.
- Programme function: expenditure relating to the delivery of the Programme, to include: liaising with the Academic Partner (Middlesex University) regarding delivery of the academic content of the Programme; identifying potential candidate Host Organisations; negotiating Delivery Agreements whereby confirmed Host Organisations undertake the delivery of the placement learning content of the Programme; providing support to Participants through the team of Practice Specialists; providing financial and logistic support to Participants, primarily by means of bursary payments; providing logistic and administrative support for the Programme generally. Expenditure is recognised when services are received (with the exception of bursaries, covered in Note 1.9 below). For the Host Organisations providing placements for the units of (typically) four Participants, the fees payable to them under the governing Delivery Agreements are paid in three Instalments. The expenditure represented by the First and Second Instalments is recognised in the reporting period when the costs are incurred to provide the service. An accrual is made for the Third Instalment which is payable in the July of the following reporting period. As with bursaries, this accrual recognises that although the services provided by the Host in consideration of the Third Instalment are incurred in the following reporting period, the charity has a commitment under the governing delivery agreement to pay that Instalment as at the balance sheet date.
- External Relations and Evaluation functions - expenditure relating to promoting awareness of the existence and content of the Programme, so as to facilitate the recruitment of potential Participants and Host Organisations: to include written publications, production of visual media, use of website and other social media. Additionally, evaluation of the impact of the Programme, using both internal resources and external consultants.

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

## 1.9 Grants payable

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

Grants are made under the Think Ahead Programme in the form of bursary payments to the Participants. These bursary payments are governed by a Participant Training Agreement entered into between the charity and each Participant. The total amount of the bursary payment covers a period of fourteen months from July of one calendar year (when the Participant begins the Programme) up to September of the following calendar year (when the Participant achieves a Postgraduate Diploma in Social Work). As at the accounting year end of the charity, therefore, six further instalments of the bursary have yet to be paid. Since the charity has a commitment to pay these further instalments, an accrual for the remaining instalments has been recognised in the accounts.

## 1.10 Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

Direct staff and support costs are salary and overhead costs of the operational department responsible for that activity.

Senior management remuneration costs are apportioned between operational and support activities dependent on time spent. This results in the following allocation:

|                                    | Direct (operational) | Indirect (support) |           |
|------------------------------------|----------------------|--------------------|-----------|
| CEO                                | 75%                  | 25%                |           |
| Programme and Recruitment Director | 100%                 | -                  |           |
| External Relations and Evaluation  | 70%                  | 30%                | See below |
| Finance and Operations Director    | -                    | 100%               |           |

*During the year the role of the External Relations Director was reviewed following the departure of the then present holder of that position. Going forward the role of ER Director will be wholly focussed on external relations without the partial focus on wider strategy which was previously recognised by the 30% apportionment. Hence only the staff costs relating to the former ER Director have been apportioned.*

These apportionments are effected in the "Apportion Staff Costs" line of Note 4. A further apportionment is made there, that being to apportion the staff costs for the Marketing and Communications department in line with the next paragraph.

External relations and impact costs are considered to be direct operational costs in support of the primary operational functions of recruitment and programme. They are respectively apportioned at 70% to recruitment and 30% to programme, on the basis of time spent. This apportionment is applied to support costs in the lower section of Note 5.

Indirect staff and support costs are the costs of overall direction and administration of each activity, comprising the salary and overhead costs of the central and governance functions. These have been respectively apportioned at 20% to recruitment and 80% to programme on the basis of time spent. This apportionment is applied in the lower section of Note 4.

## 1.11 Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

## 1.12 Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,750. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

The only assets capitalised relate to tenant's improvements to the office premises at the Record Hall, Baldwins Gardens, London EC1N 7RJ, being building works, audio visual equipment, and door security systems. The value of those works / assets will be amortised over the 3 year duration of the Lease of the Record Hall which commenced as of 27 September 2021.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

|                                            |         |
|--------------------------------------------|---------|
| Leasehold property - tenant's improvements | 3 years |
|--------------------------------------------|---------|

## 1.13 Debtors

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

## 1.14 Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months. At the reporting period end the charity did not hold any short term deposits.

## 1.15 Cash at bank and in hand

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

## 1.16 Creditors and provisions

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

## 1.17 Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

## 2 Detailed comparatives for the statement of financial activities

|                                                                          |                                       | Unrestricted<br>Funds | Restricted<br>Funds | Year<br>to<br>31 March<br>2021 |
|--------------------------------------------------------------------------|---------------------------------------|-----------------------|---------------------|--------------------------------|
| <b>Income from:</b>                                                      |                                       |                       |                     |                                |
| Charitable activities                                                    |                                       |                       |                     |                                |
|                                                                          | Think Ahead Programme                 | 859,414               | 6,111,863           | 6,971,277                      |
|                                                                          | Other Charitable Activity Income      | 11,000                | -                   | 11,000                         |
| Investment income                                                        |                                       | 600                   | -                   | 600                            |
| Other income                                                             |                                       | 3,354                 | -                   | 3,354                          |
| <b>Total incoming resources</b>                                          |                                       | <b>874,368</b>        | <b>6,111,863</b>    | <b>6,986,231</b>               |
| <b>Expenditure on:</b>                                                   |                                       |                       |                     |                                |
| Raising funds                                                            |                                       | 9,437                 | -                   | 9,437                          |
| Charitable activities                                                    |                                       |                       |                     |                                |
|                                                                          | Think Ahead Programme                 | 823,822               | 6,111,863           | 6,935,685                      |
|                                                                          | Other Charitable Activity Expenditure | 12,494                | -                   | 12,494                         |
| <b>Total expenditure</b>                                                 |                                       | <b>845,753</b>        | <b>6,111,863</b>    | <b>6,957,616</b>               |
| <b>Net income / (expenditure) and net movement in funds for the year</b> |                                       | <b>28,615</b>         |                     | <b>28,615</b>                  |
| <b>Reconciliation of funds</b>                                           |                                       |                       |                     |                                |
| Total funds brought forward                                              |                                       | 47,798                | -                   | 47,798                         |
| <b>Total funds carried forward</b>                                       |                                       | <b>76,413</b>         |                     | <b>76,413</b>                  |

| 3 | Income from Charitable Activities                                      |                       |                     | 2022<br>Total    | 2021             |
|---|------------------------------------------------------------------------|-----------------------|---------------------|------------------|------------------|
|   |                                                                        | Unrestricted<br>Funds | Restricted<br>Funds |                  |                  |
|   | <b>Think Ahead Programme:</b>                                          |                       |                     |                  |                  |
|   | Grant received from DHSC                                               |                       | 1,996,918           | 1,996,918        | 6,500,000        |
|   | Unspent grant to be repaid - included within Other Creditors (Note 11) |                       | (241,511)           | (241,511)        | (388,137)        |
|   |                                                                        |                       | <b>1,755,407</b>    | <b>1,755,407</b> | <b>6,111,863</b> |
|   | Contract payments received from DHSC                                   | 7,028,774             |                     | 7,028,774        | 859,414          |
|   |                                                                        | <b>7,028,774</b>      | <b>1,755,407</b>    | <b>8,784,181</b> | <b>6,971,277</b> |
|   | <b>Other Charitable Activity Income</b>                                | 99,895                | 20,000              | 119,895          | 11,000           |
|   |                                                                        | <b>7,128,669</b>      | <b>1,775,407</b>    | <b>8,904,076</b> | <b>6,982,277</b> |

The Think Ahead Programme remains partially funded by a Grant Award from the DHSC, insofar as it relates to the 2020 and earlier Cohorts. The amount of £388,137 represents unspent grant funding from the year ending March 2021 which was returned by the charity to DHSC via a corresponding reduction to the instalment of grant funding received on 27 January 2022. The amount of £241,511 represents unspent grant funding from the year ending March 2022 which will be returned by the charity to DHSC via a corresponding reduction to a future instalment of grant funding. This has been treated as a creditor (see DHSC Creditor in Note 12). All this income is Restricted in nature. During year ending 31 March 2021 activity commenced for the recruitment of the 2021 Cohort, and continuing activity relating both to this and the 2022 Cohort is funded by a procurement contract with DHSC. Income derived from the contract is Unrestricted in nature.

**4a Analysis of expenditure on charitable activities**

|                                   | Charitable activities |                  |                                      |                     |                  |                  |                  |
|-----------------------------------|-----------------------|------------------|--------------------------------------|---------------------|------------------|------------------|------------------|
|                                   | Recruitment           | Programmes       | External Relations<br>and Evaluation | Governance<br>costs | Support<br>costs | TOTAL<br>2022    | TOTAL<br>2021    |
| Staff costs (Note 7)              | 328,192               | 667,893          | 236,402                              | -                   | 342,174          | 1,574,661        | 1,550,442        |
| Apportion Staff Costs (Note 1.10) | 196,376               | 97,806           | (236,402)                            | -                   | (57,779)         | -                | -                |
| Apportioned staff costs           | 524,567               | 765,699          | -                                    | -                   | 284,395          | 1,574,661        | 1,550,442        |
| <b>Think Ahead Programme:</b>     |                       |                  |                                      |                     |                  |                  |                  |
| Bursaries (see note below)        | -                     | 2,773,251        | -                                    | -                   | -                | 2,773,251        | 1,918,267        |
| Other Participant support         | -                     | 26,737           | -                                    | -                   | -                | 26,737           | 34,776           |
| Alumni                            | -                     | 10,602           | -                                    | -                   | -                | 10,602           | 6,949            |
| Placement learning                | -                     | 1,139,365        | -                                    | -                   | -                | 1,139,365        | 893,708          |
| Academic tuition                  | -                     | 1,850,973        | -                                    | -                   | -                | 1,850,973        | 1,819,861        |
| Monitoring and evaluation         | -                     | 11,125           | -                                    | -                   | -                | 11,125           | 65,842           |
| Attraction of Participants        | 600                   | -                | -                                    | -                   | -                | 600              | 3,209            |
| Selection of Participants         | 95,262                | -                | -                                    | -                   | -                | 95,262           | 113,741          |
| Preparation for Programme         | 57,455                | -                | -                                    | -                   | -                | 57,455           | 21,340           |
| <b>Other Programmes:</b>          |                       |                  |                                      |                     |                  |                  |                  |
| Other Charitable Activities       | -                     | 52,846           | -                                    | -                   | -                | 52,846           | 12,494           |
| Total support costs (Note 5a)     | 91,666                | 44,112           | -                                    | 16,489              | 292,878          | 445,145          | 507,549          |
|                                   | 769,550               | 6,674,710        | -                                    | 16,489              | 577,274          | 8,038,023        | 6,948,179        |
| Apportion Governance costs        | 3,298                 | 13,192           | -                                    | (16,489)            | -                | -                | -                |
| Apportion Support costs           | 115,455               | 461,819          | -                                    | -                   | (577,274)        | -                | -                |
| <b>Total expenditure</b>          | <b>888,303</b>        | <b>7,149,720</b> | <b>-</b>                             | <b>-</b>            | <b>-</b>         | <b>8,038,023</b> | <b>6,948,179</b> |

Grants are made under the Think Ahead Programme in the form of bursary payments to the individual Participants. For a detailed description of the bursaries, including as to timing and accounting treatment, see Note 1.9.

**4b Analysis of expenditure on charitable activities (Prior year)**

|                                   | Charitable activities |                  |                                  |                     |                  | TOTAL<br>2021    |
|-----------------------------------|-----------------------|------------------|----------------------------------|---------------------|------------------|------------------|
|                                   | Recruitment           | Programmes       | External Relations<br>and Impact | Governance<br>costs | Support<br>costs |                  |
| Staff costs (Note 7)              | 225,340               | 721,088          | 263,646                          | -                   | 340,369          | 1,550,442        |
| Apportion Staff Costs (Note 1.10) | 206,308               | 102,728          | (263,646)                        | -                   | (45,391)         | -                |
| Apportioned staff costs           | 431,649               | 823,816          | -                                | -                   | 294,978          | 1,550,442        |
| Bursaries (see note below)        | -                     | 1,918,267        | -                                | -                   | -                | 1,918,267        |
| Other Participant support         | -                     | 34,776           | -                                | -                   | -                | 34,776           |
| Alumni                            | -                     | 6,949            | -                                | -                   | -                | 6,949            |
| Placement learning                | -                     | 893,708          | -                                | -                   | -                | 893,708          |
| Academic tuition                  | -                     | 1,819,861        | -                                | -                   | -                | 1,819,861        |
| Monitoring and evaluation         | -                     | 65,842           | -                                | -                   | -                | 65,842           |
| Attraction of Participants        | 3,209                 | -                | -                                | -                   | -                | 3,209            |
| Selection of Participants         | 113,741               | -                | -                                | -                   | -                | 113,741          |
| Preparation for Programme         | 21,340                | -                | -                                | -                   | -                | 21,340           |
| <b>Other Programmes:</b>          |                       |                  |                                  |                     |                  |                  |
| Other Charitable Activities       | -                     | 12,494           | -                                | -                   | -                | 12,494           |
| Total support costs (Note 5b)     | 100,912               | 153,654          | -                                | 17,316              | 235,667          | 507,549          |
|                                   | 670,850               | 5,729,369        | -                                | 17,316              | 530,645          | 6,948,179        |
| Apportion Governance costs        | 3,463                 | 13,853           | -                                | (17,316)            | -                | -                |
| Apportion Support costs           | 106,129               | 424,516          | -                                | -                   | (530,645)        | -                |
| <b>Total expenditure</b>          | <b>780,442</b>        | <b>6,167,737</b> | <b>-</b>                         | <b>-</b>            | <b>-</b>         | <b>6,948,179</b> |

| 5a | Support Costs                                 | Recruitment   | Programmes    | External Relations<br>and Evaluation | Governance<br>costs | Support<br>costs | Total<br>2022  | Total<br>2021  |
|----|-----------------------------------------------|---------------|---------------|--------------------------------------|---------------------|------------------|----------------|----------------|
|    |                                               | £             | £             | £                                    | £                   |                  | £              | £              |
|    | Office costs                                  | 58,973        | 23,677        | 33,528                               | -                   | 254,732          | 370,909        | 431,133        |
|    | Website, publications and events              | -             | -             | 11,663                               | -                   | -                | 11,663         | 7,780          |
|    | Audit and accountancy                         | -             | -             | -                                    | 14,580              | -                | 14,580         | 12,480         |
|    | Committee expenses                            | -             | -             | -                                    | 1,089               | -                | 1,089          | 364            |
|    | Travel                                        | 178           | 5,060         | 229                                  | 104                 | 2,583            | 8,153          | 2,427          |
|    | Finance, insurance and legal                  | -             | 1,440         | 1,031                                | 717                 | 35,564           | 38,751         | 53,365         |
|    | Apportion External Relations and Impact costs | 32,516        | 13,935        | (46,451)                             | -                   | -                | -              | -              |
|    | <b>Total Support Costs (to Note 4a)</b>       | <b>91,666</b> | <b>44,112</b> | <b>-</b>                             | <b>16,489</b>       | <b>292,878</b>   | <b>445,145</b> | <b>507,549</b> |

**5b Support Costs (Prior year)**

|                                               | Recruitment    | Programmes     | External Relations<br>and Evaluation | Governance<br>costs | Support<br>costs | Total          |
|-----------------------------------------------|----------------|----------------|--------------------------------------|---------------------|------------------|----------------|
|                                               | £              | £              | £                                    | £                   | £                | 2021<br>£      |
| Office costs                                  | 55,008         | 123,923        | 38,334                               | -                   | 213,869          | 431,133        |
| Website, publications and events              | -              | -              | 7,780                                | -                   | -                | 7,780          |
| Audit and accountancy                         | -              | -              | -                                    | 12,480              | -                | 12,480         |
| Committee expenses                            | -              | -              | -                                    | 364                 | -                | 364            |
| Travel                                        | -              | 308            | 47                                   | 758                 | 1,313            | 2,427          |
| Finance, insurance and legal                  | -              | 9,750          | 19,416                               | 3,714               | 20,485           | 53,365         |
| Apportion External Relations and Impact costs | 45,904         | 19,673         | (65,577)                             | -                   | -                | -              |
| <b>Total Support Costs (to Note 4b)</b>       | <b>100,912</b> | <b>153,654</b> | <b>-</b>                             | <b>17,316</b>       | <b>235,667</b>   | <b>507,549</b> |

**6 Net Income / (Expenditure) for the year**

|                                  |                 | 2022<br>£ | 2021<br>£ |
|----------------------------------|-----------------|-----------|-----------|
| This is stated after charging:   |                 |           |           |
| Auditors' remuneration excl VAT: | Statutory audit | 10,950    | 10,400    |
|                                  | Other services  | 1,200     | -         |
| Operating leases:                | Property        | 94,183    | 100,370   |
|                                  | Other           | 7,282     | 7,853     |

**7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

**Staff costs were as follows:**

|                                                                | 2022<br>£        | 2021<br>£        |
|----------------------------------------------------------------|------------------|------------------|
| Salaries                                                       | 1,303,681        | 1,285,568        |
| Social Security costs                                          | 130,012          | 120,832          |
| Employer's contribution to defined contribution pension scheme | 100,228          | 95,964           |
| Recruitment and other costs                                    | 40,740           | 48,078           |
|                                                                | <b>1,574,661</b> | <b>1,550,442</b> |

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

|                   | 2022 | 2021 |
|-------------------|------|------|
| £60,000 - £69,999 | -    | -    |
| £70,000 - £79,999 | 2    | 2    |
| £80,000 - £89,999 | 2    | 1    |

**Key management personnel:**

The total employee benefits (including pension contributions and employers national insurance) of the key management personnel were £459,698 (2021: £437,399 ).

The charity trustees were neither paid nor received any other benefits from engagement with the charity in the period. No charity trustee received payment for professional or other services supplied to the charity.

There were no trustee expenses reimbursed during either the current or the previous year. In previous financial years expenses were incurred relating to travel and catering connected with trustee meetings or other external events or activities of the charity. In both year ending 31 March 2021 and year ending 31 March 2022 all equivalent events were held virtually due to COVID restrictions and therefore no such expenses were incurred.

**8 Staff numbers**

The average number of employees (head count based on number of staff employed) during the period was:

**Average headcount:**

|                                   | <b>2022</b>      |             | <b>2021</b>      |             |
|-----------------------------------|------------------|-------------|------------------|-------------|
|                                   | <b>Headcount</b> | <b>FTE</b>  | <b>Headcount</b> | <b>FTE</b>  |
| Full time employees               | 23.8             | 22.3        | 23.8             | 23.5        |
| Part time and temporary employees | 7.0              | 5.8         | 6.5              | 4.1         |
|                                   | <b>30.8</b>      | <b>28.2</b> | <b>30.3</b>      | <b>27.6</b> |

Staff are split across the various functions of the charity as follows (headcount basis):

|                                   | <b>2022</b>      |             | <b>2021</b>      |             |
|-----------------------------------|------------------|-------------|------------------|-------------|
|                                   | <b>Headcount</b> | <b>FTE</b>  | <b>Headcount</b> | <b>FTE</b>  |
| Recruitment function              | 8.8              | 7.4         | 7.3              | 6.2         |
| Central Programme team            | 6.0              | 5.8         | 6.8              | 6.8         |
| Practice Specialist team          | 5.4              | 5.4         | 5.8              | 5.3         |
| External Relations and Evaluation | 4.9              | 4.5         | 4.9              | 4.7         |
| Finance and Executive             | 5.8              | 5.1         | 5.5              | 4.6         |
|                                   | <b>30.8</b>      | <b>28.2</b> | <b>30.3</b>      | <b>27.6</b> |

**9 Related party transactions**

No transactions with RPs and no donations from RPs.

**10 Taxation**

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

**11 Tangible fixed assets**

|                          | Freehold<br>property<br>£ | Fixtures and<br>fittings<br>£ | Computer<br>equipment<br>£ | Motor vehicles<br>£ | Total<br>£ |
|--------------------------|---------------------------|-------------------------------|----------------------------|---------------------|------------|
| <b>Cost</b>              |                           |                               |                            |                     |            |
| At the start of the year | -                         | -                             | -                          | -                   | -          |
| Additions in year        | -                         | 36,576                        | -                          | -                   | 36,576     |
| Disposals in year        | -                         | -                             | -                          | -                   | -          |
| At the end of the year   | -                         | 36,576                        | -                          | -                   | 36,576     |
| <b>Depreciation</b>      |                           |                               |                            |                     |            |
| At the start of the year | -                         | -                             | -                          | -                   | -          |
| Charge for the year      | -                         | 5,198                         | -                          | -                   | 5,198      |
| Eliminated on disposal   | -                         | -                             | -                          | -                   | -          |
| At the end of the year   | -                         | 5,198                         | -                          | -                   | 5,198      |
| <b>Net book value</b>    |                           |                               |                            |                     |            |
| At the end of the year   | -                         | 31,378                        | -                          | -                   | 31,378     |
| At the start of the year | -                         | -                             | -                          | -                   | -          |

All of the above assets are used for charitable purposes.

**12 Debtors**

|               | 2022<br>£      | 2021<br>£      |
|---------------|----------------|----------------|
| Trade debtors | 2,880          | 116,994        |
| Other debtors | 48,720         | 8,057          |
| Prepayments   | 53,916         | 56,455         |
|               | <b>105,516</b> | <b>181,506</b> |

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

|                              | 2022<br>£        | 2021<br>£        |
|------------------------------|------------------|------------------|
| Trade Creditors              | 156,113          | 765,865          |
| Taxation and Social Security | 34,814           | 36,393           |
| VAT                          | 480              | 19,499           |
| Pensions                     | 15,199           | 14,380           |
| Accruals                     | 2,410,377        | 1,021,826        |
| Amortised rent free period   | 16,156           | -                |
| Provision for delapidations  | 1,667            | -                |
| DHSC Creditor                | 241,511          | 388,137          |
| Other Creditors              | 500              | -                |
| Deferred income              | 373,516          | 117,495          |
|                              | <b>3,250,334</b> | <b>2,363,595</b> |

"DHSC Creditor" in 2021 represents the part of the Department of Health and Social Care ("DHSC") grant funding for the year ending 31 March 2021 which was unspent as at 31 March 2021 and which was returned to the Department via a corresponding reduction in the instalment of grant funding received on 27 January 2022. The equivalent figure in 2022 represents the part of the DHSC grant funding for 2021/22 which was unspent as at 31 March 2022 and which will be returned to DHSC via a corresponding reduction in a future instalment of grant funding.

"Deferred income" in 2021 represents income received from Health Education England and NHS England in the year ending 31 March 2021, but which was deferred as performance of the related work had yet to take place. Deferred income for 2022 relates to certain elements of income received from DHSC pursuant to the primary Contract for the Provision of Services but in respect of which the related expenditure was yet to be incurred as a binding commitment of the charity.

|                                           |                                                                         |                                                   |             |             |               |             |             |                  |          |
|-------------------------------------------|-------------------------------------------------------------------------|---------------------------------------------------|-------------|-------------|---------------|-------------|-------------|------------------|----------|
| 14a                                       | Movements in funds (current year)                                       | At 31 March 2021                                  | Income      | Expenditure |               |             |             | At 31 March 2022 |          |
|                                           |                                                                         |                                                   |             | Staff Costs | Support Costs | Operations  | TOTAL       |                  |          |
|                                           |                                                                         | Restricted funds                                  | -           | 1,775,407   | (437,643)     | (138,086)   | (1,191,999) | (1,767,729)      | 7,678    |
|                                           |                                                                         |                                                   |             |             |               |             |             |                  |          |
|                                           |                                                                         | Total Restricted funds                            | -           | 1,775,407   | (437,643)     | (138,086)   | (1,191,999) | (1,767,729)      | 7,678    |
|                                           |                                                                         |                                                   |             |             |               |             |             |                  |          |
|                                           |                                                                         | General funds                                     | 76,413      | 168         | -             | -           | -           | -                | 76,581   |
|                                           |                                                                         | Other charitable activity                         | -           | 7,128,669   | (1,137,018)   | (154,792)   | (4,978,484) | (6,270,294)      | 858,375  |
|                                           |                                                                         |                                                   |             |             |               |             |             |                  |          |
|                                           |                                                                         | Total Unrestricted funds                          | 76,413      | 7,128,837   | (1,137,018)   | (154,792)   | (4,978,484) | (6,270,294)      | 934,956  |
|                                           |                                                                         |                                                   |             |             |               |             |             |                  |          |
| Total funds                               | 76,413                                                                  | 8,904,244                                         | (1,574,661) | (292,878)   | (6,170,483)   | (8,038,023) | 942,634     |                  |          |
|                                           |                                                                         |                                                   |             |             |               |             |             |                  |          |
| 14b                                       | Movements in funds (prior year)                                         | At 31 March 2020                                  | Income      | Expenditure |               |             |             | At 31 March 2021 |          |
|                                           |                                                                         |                                                   |             | Staff Costs | Support Costs | Operations  | TOTAL       |                  |          |
|                                           |                                                                         | Think Ahead Programme                             |             | 6,111,863   | (1,088,364)   | (415,304)   | (4,608,195) | (6,111,863)      | -        |
|                                           |                                                                         |                                                   |             |             |               |             |             |                  |          |
|                                           |                                                                         | Total Restricted funds                            | -           | 6,111,863   | (1,088,364)   | (415,304)   | (4,608,195) | (6,111,863)      | -        |
|                                           |                                                                         |                                                   |             |             |               |             |             |                  |          |
|                                           |                                                                         | General funds                                     | 47,798      | 3,954       | -             | -           | (9,437)     | (9,437)          | 42,315   |
|                                           |                                                                         | Other Charitable activity                         | -           | 870,414     | (462,078)     | (92,245)    | (281,993)   | (836,316)        | 34,098   |
|                                           |                                                                         |                                                   |             |             |               |             |             |                  |          |
|                                           |                                                                         | Total Unrestricted funds                          | 47,798      | 874,368     | (462,078)     | (92,245)    | (291,430)   | (845,753)        | 76,413   |
|                                           |                                                                         |                                                   |             |             |               |             |             |                  |          |
| Total funds                               | 47,798                                                                  | 6,986,231                                         | (1,550,442) | (507,549)   | (4,899,623)   | (6,957,615) | 76,413      |                  |          |
|                                           |                                                                         |                                                   |             |             |               |             |             |                  |          |
| 15.                                       | Reconciliation of net income to net cash flow from operating activities |                                                   |             |             |               | 2022        |             | 2021             |          |
|                                           |                                                                         |                                                   |             |             |               | £           |             | £                |          |
|                                           |                                                                         | Net income for the reporting period (as per SOFA) |             |             |               |             | 866,221     |                  | 28,615   |
|                                           |                                                                         | investments                                       |             |             |               |             | (168)       |                  | (600)    |
|                                           |                                                                         | Depreciation of fixed assets                      |             |             |               |             | 5,198       |                  | -        |
|                                           |                                                                         | (Increase) in debtors                             |             |             |               |             | 75,990      |                  | (33,661) |
|                                           |                                                                         | Increase in creditors                             |             |             |               |             | 886,738     |                  | 522,523  |
|                                           |                                                                         |                                                   |             |             |               |             |             |                  |          |
| Net cash provided by operating activities |                                                                         |                                                   |             |             | 1,833,979     |             | 516,877     |                  |          |

**16. Operating lease commitments**

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

|                    | Property<br>2022<br>£ | Equipment<br>2022<br>£ | Property<br>2021<br>£ | Equipment<br>2021<br>£ |
|--------------------|-----------------------|------------------------|-----------------------|------------------------|
| Less than one year | -                     | 817                    | 3,623                 | -                      |
| One to five years  | 356,066               | 18,032                 | -                     | -                      |
|                    | <u>356,066</u>        | <u>18,849</u>          | <u>3,623</u>          | <u>-</u>               |

**17. Legal status of the charity**

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.



[thinkahead.org](http://thinkahead.org)

The Think Ahead Organisation is a registered charity and a company limited by guarantee.  
Charity number: 1166577. Company number: 10015893.

**THE THINK AHEAD ORGANISATION**

England & Wales - Charity number 1166577

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# Accounts

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Company number: 10015893

Charity number: 1166577

# The Think Ahead Organisation

Report and financial statements  
For the year ended 31 March 2021

# The Think Ahead Organisation

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### For the year ended 31 March 2021

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## The Think Ahead Organisation

### Reference and administrative information

For the year ended 31 March 2021

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|                                  |                                                                        |
|----------------------------------|------------------------------------------------------------------------|
| <b>Company number</b>            | 10015893                                                               |
| <b>Country of incorporation</b>  | United Kingdom                                                         |
| <b>Charity number</b>            | 1166577                                                                |
| <b>Country of registration</b>   | England & Wales                                                        |
| <b>Registered office address</b> | Unit 318, Record Hall<br>16–16A Baldwins Gardens<br>London<br>EC1N 7RJ |

The charity is known by the name Think Ahead.

|                                 |                                                                                                                                   |                                                                                    |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <b>Trustees</b>                 | Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: |                                                                                    |
|                                 | Professor Dame Carol Black                                                                                                        | Chair                                                                              |
|                                 | Dr Ruth Allen                                                                                                                     |                                                                                    |
|                                 | Professor Kamaldeep Bhui                                                                                                          | (Appointed – 28 April 2021)                                                        |
|                                 | Levi Chambers–Cook                                                                                                                | (Appointed – 28 April 2021)                                                        |
|                                 | Professor David Croisdale–Appleby OBE                                                                                             |                                                                                    |
|                                 | James Darley                                                                                                                      |                                                                                    |
|                                 | Dr Navina Evans CBE                                                                                                               |                                                                                    |
|                                 | John Lawlor                                                                                                                       | (Appointed – 29 April 2020)                                                        |
|                                 | Professor Sir Julian Le Grand                                                                                                     |                                                                                    |
|                                 | Donald Peck                                                                                                                       |                                                                                    |
|                                 | Sharon Rice–Oxley                                                                                                                 |                                                                                    |
|                                 | Lord Dennis Stevenson                                                                                                             |                                                                                    |
|                                 | Nicholas Timmins                                                                                                                  |                                                                                    |
| <b>Company Secretary</b>        | Elizabeth Ambekar                                                                                                                 | (Appointed – 23 July 2020)                                                         |
|                                 | Christopher Chapman                                                                                                               | (Resigned – 23 July 2020)                                                          |
| <b>Key management personnel</b> | Ella Joseph                                                                                                                       | Chief Executive (Previously Co–Chief Executive)                                    |
|                                 | Natalie Acton                                                                                                                     | Co–Chief Executive<br>(Resigned – 14 August 2020)                                  |
|                                 | Elizabeth Ambekar                                                                                                                 | Finance and Operations Director<br>(Appointed – 20 July 2020)                      |
|                                 | Matthew Brown                                                                                                                     | Strategy, Evaluation and Communications<br>Director (Resigned – 15 September 2021) |
|                                 | Christopher Chapman                                                                                                               | Finance and Operations Director<br>(Resigned – 17 July 2020)                       |

## The Think Ahead Organisation

### Reference and administrative information

For the year ended 31 March 2021

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|                   |                                                                                                                                |                                                                |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
|                   | Penelope East                                                                                                                  | External Relations Director<br>(Appointed – 14 September 2021) |
|                   | Rachel Slade                                                                                                                   | Programme Director                                             |
|                   | Ivan Wise                                                                                                                      | Recruitment Director                                           |
| <b>Bankers</b>    | Lloyds Bank plc<br>Villiers House<br>48–49 The Strand<br>London<br>WC2N 5LL                                                    |                                                                |
| <b>Solicitors</b> | Bates Wells Braithwaite<br>10 Queen St Place<br>London<br>EC4R 1BE                                                             |                                                                |
|                   | Stone King LLP<br>Boundary House<br>91–93 Charterhouse Street<br>London<br>EC1M 6HL                                            |                                                                |
| <b>Auditor</b>    | Sayer Vincent LLP<br>Chartered Accountants and Statutory Auditor<br>Invicta House<br>108–114 Golden Lane<br>London<br>EC1Y 0TL |                                                                |

The Trustees present their report and the audited financial statements for the year ended 31 March 2021.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

## Objectives and activities

### Purposes and aims

The charity's broad purpose, as set out in its objects, is to advance physical and mental health, and prevent and alleviate poverty and other forms of need, primarily through education, training, research, and awareness-raising.

The charity's current focus is on supporting people with mental health problems in England, enabling them to lead more independent and fulfilling lives. Each year, mental illness affects one in four adults in England and one in three families, and it can dramatically affect individuals, families, and communities. For example, 38% of all ill-health is caused by mental illness (for under-65s), and mental ill-health has the same effect on life expectancy as smoking. In addition to those directly affected, mental illness has impacts across society, placing pressure on public services and costing the economy over £100bn per year in direct costs and lost productivity.

The charity operates and promotes the Think Ahead programme in order to have a positive impact on this societal challenge. The programme is a fast-track route for graduates and career-changers to train as mental health social workers in a variety of settings. The 26-month programme is predominantly based in the workplace and blends academic input with on-the-job learning to enable participants to rapidly gain expertise.

Social workers can bring a unique expertise in "social approaches" – interventions designed to support individuals, along with their families and communities, to improve their social circumstances. Social factors like relationships, living arrangements, and employment have profound effects on mental wellbeing, and improving these circumstances can contribute to long-term, sustainable recovery from mental illness.

Through operating and promoting the Think Ahead programme, the charity aims to strengthen the contribution of social workers and social approaches in mental health services, by:

- Attracting high-potential individuals to enter mental health social work, through the Think Ahead programme and across all training routes.
- Delivering and promoting training that creates improved outcomes for people who use mental health services.
- Supporting practice and service leadership that effectively addresses the biological, psychological, and social determinants of mental health problems.

To achieve this, the organisation's activities during the year have focused mainly on:

- Raising awareness of mental health social work as an attractive career with positive social impact.
- Recruiting social work trainees (participants) to join the Think Ahead programme.
- Securing and maintaining partnerships with mental health services, which provide the on-the-job learning environment for participants in the programme.
- Ensuring the programme continues to have an innovative, cutting-edge curriculum that includes training on social approaches to mental health.
- Developing and delivering leadership training for participants and for the experienced professionals involved in their social work training.

The ultimate beneficiaries of the charity's work to date are people who access social work support from mental health services in England. These are usually secondary services (meaning that individuals are referred to them by primary services such as GPs), and typically support people who are experiencing severe and enduring mental health problems – such as psychosis, bipolar disorder, or severe personality disorders.

To create a positive impact for the ultimate beneficiaries, the charity provides direct services to intermediate beneficiaries. It provides support, education, and training to participants in the Think Ahead programme (to enable them to become excellent mental health social workers), and to experienced professionals involved in the delivery of the programme. By raising general awareness of the importance of social work and social approaches in mental health, the charity also directly benefits the general public, and creates a more supportive atmosphere for changes in services which will benefit the ultimate beneficiaries.

The Trustees review the aims, objectives, and activities of the charity. The Trustees report the achievements and success against the outcomes of the charity during the year, which also helps the Trustees to ensure that the charity's aims, objectives, and activities remained focused on its stated purposes.

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

## Achievements and performance

The charity's main activities during the year are described here. All these activities are ultimately focused on supporting people with mental health problems in England, and are undertaken to further The Think Ahead Organisation's charitable purposes for the public benefit.

## **2016 – 2018 Cohort Progress**

The 2016, 2017, 2018 and 2019 Cohorts have now graduated, gaining their Masters degrees in Social Work, and have become an increasingly active alumni group. The first six Cohorts' suitability for the role and the high quality of their practice have continued to be evidenced by their academic grades and by positive feedback from the experienced professionals they are working with.

## **DHSC Contract**

In 2020 Think Ahead was awarded a contract from DHSC to deliver 160 places for the 2021 and 2022 Cohorts with an optional extension to include the 2023 Cohort. This is an increase of 43% from the maximum Cohort size of 112 for those starting the programme 2016–20. This contract commenced in July 2020 and the delivery of the 2021 Cohort is well underway.

The contract award provides longer-term security for the charity. The funding for all Cohorts up to and including the 2020 Cohort, to the completion of the programme for all participants in each Cohort, will continue to be made through annual grant funding.

## **Raising awareness of mental health social work**

During the year the charity has made tens of thousands of individuals aware of mental health social work as a graduate career choice with positive social impact, through awareness-raising activities including securing coverage in the traditional and online media, publishing digital media such as articles and videos, and running in-person events. At the end of the financial year, Think Ahead had over 50,000 people registered with them as being interested in a career in mental health social work and had secured position 40 in the Times Top 100 list of graduate employers (the only mental health organisation to be in the list).

## **Recruitment of the 2021 Cohort**

The participant attraction campaign for the 2021 Cohort (the sixth intake onto the programme) was carried out in late 2020 and early 2021.

Through the campaign, the charity generated around 4760 applications (2020: 3,624 applications) to join the Think Ahead programme in July 2021, and from this pool selected in excess of 261 candidates were selected as suitable for the role, these were then narrowed down to offer a place to 160 new participants. The participants' high potential to excel in the profession was established through a rigorous selection process, including a 'situational judgement test', written application and attendance of an assessment centre.

## Dealing with the impact of COVID 19

The COVID 19 pandemic required the charity to consider and implement alternative ways of delivering the Think Ahead programme to participants, without impacting the quality of participants or the timeframes for graduation. This was achieved successfully, and the charity also moved all head office employees to work from home in March 2020 through the implementation of additional software and changed working practices. The quality of work and productivity of staff was not materially impacted, and all staff have continued to work throughout the impacted period. The pandemic has created no financial insecurity, with the DHSC grant and contract funding payments continuing in full throughout the period. An additional risk register, for COVID 19 specific risks, has been in place throughout the period impacted by the pandemic, but all risks have been effectively mitigated and no (post-mitigation) risks of high impact and high likelihood have been identified. The charity continues to regularly review and consider the impact of COVID 19 on the current operations and future aims and activities of the charity.

## Financial review

The charity secured funding of £7.4 million for the year (2020: £7.1 million) from the Department of Health and Social Care (DHSC) to operate the Think Ahead programme as detailed in note three to the accounts. This funding was a combination of grant and contract funding.

Expenditure totalled £7.0 million during the year (2020: £6.9 million), resulting in an unspent proportion of the DHSC grant of £0.4 million (2019: £0.2 million). Under the terms of the restricted grant any underspend of the annual grant allowance is generally due to be returned to DHSC. As a result, a balance of £0.4 million (2020: £0.2 million) will be returned to the DHSC and this element of the underspend is included within the year-end creditor balances.

Overall, the costs of recruiting participants and delivering training to them accounts for 92% of total expenditure (2020: 91%). The charity's direct training programme costs of £5.7 million (2020: £5.5 million) equate to 83% (2020: 80%) of the charitable activities. These costs include payment to partners supplying academic tuition and workplace training facilities, plus bursary payments to participants on the programme. Contained within the bursary costs are the committed liabilities of £0.7 million to September 2021 (2020: £0.7 million to September 2020), which is the end of Year One for the 2020 Cohort, and these are accrued within the creditor balance at the year end.

The intensive training approach also necessitates a robust recruitment process, and the direct costs of these recruiting activities total £0.7 million (2020: £0.7 million), 10% (2020: 11%) of the total expenditure.

At the report end date, the restricted funds total £nil (2020: £nil) and the unrestricted funds, £76,413 (2020: £47,798).

During the year a number of consultancy projects were secured, some of which will be delivered by the charity in 2021/22. All operating surpluses will be held in reserve or used to reinvest in delivering Think Ahead's operational objectives including the delivery of educational training.

## Fundraising

The charity does not engage in public fundraising. The charity nevertheless observes and complies with the relevant fundraising regulations and codes. During the year there was no non-compliance of these regulations and codes and the Trust received no complaints relating to its fundraising practice.

## Principal risks and uncertainties

Trustees have overall responsibility for risk management and in line with their policy maintain a risk register. However, the Trustees also recognise that for the risks to be identified and managed successfully there needs to be shared accountability throughout the organisation.

Risks are considered at a strategic, programme and operational level, with the nature of the risk noted on the register along with an assessment of its likelihood and potential impact. The senior management team reviews the risk register quarterly with the risks, and specifically the headline risks, being reviewed by the Board on a quarterly basis. Dependent on the nature of the risk, its management will consist of either measures put in place to mitigate against the risk or, where an external risk is outside of the charity's control, a response plan.

The main strategic risks to the charity are:

- The reliance on a single source of operational funding in the form of a restricted grant or contract from DHSC. The DHSC multi-year contract has helped to mitigate this risk. In further mitigation of this, the charity is reviewing options for further diversifying its income and has had success in achieving a number of small contracts for delivery of services in 2020/21 in line with its charitable objects.

The main programme risks to the charity are:

- The participant retention level is a risk, which might impact the reputation of Think Ahead. In mitigation of this, the charity has implemented robust selection procedures, strategically placed participants in suitable locations and implemented an enhanced participant tracking system.
- The capacity of the academic partner to recruit staff and scale up to deliver the programme to 160 participants is a risk to the quality of the delivery of the programme. Think Ahead works closely with the academic partner to mitigate this risk including putting in place contingency plans for the delivery of key services.

The main operational risk to the charity is:

- The diversification of income may lead to organisational capacity issues and the risk that this impacts on quality of delivery. Plans are being put in place to be able to react to the organisational capacity needs of new contracts whilst always maintaining the high quality of the programme.

## Reserves policy and going concern

In considering the reserves requirements, Trustees considered the nature of the charity's aims and its business model to deliver these. The charity's objects are broad, to enable development into wide areas of education and training in the field of mental health, but as set out above, the primary focus of the charity's work this year has been the delivery of the developed fast-track graduate training programme for mental health social workers.

Until 2020–2021, the programme has been fully funded by the DHSC via a grant. This restricted funding is for all aspects of the programme including the indirect and support costs required to operate it, although any unspent proportion is generally to be returned to the DHSC. In July 2020 Think Ahead signed a contract with DHSC for funding covering the 2021 and 2022 cohorts with an option to extend to cover the 2023 cohort. This contract gives Think Ahead funding to cover the cost of these cohorts during financial years of 2020–2021 to 2024–2025 (2025–2026 if extended). Trustees consider that with this contract and the DHSC grant that the charity has sufficient income and liquidity to cover a period of at least 12 months from the date of approving the accounts and that the charity is, therefore, a going concern.

Due to the previous (grant) funding arrangements which did not allow for the building of reserves the charity currently has had a zero reserves policy. However, with the limited new consultancy projects delivered this year, the charity has built up a small, £73k unrestricted income.

The Trustees wish to continue building reserves with any unrestricted surplus in order to support growth and diversification and the long-term sustainability of the charity. However, the Trustees, taking into consideration the security of the DHSC contract, do not consider at this point in time that a larger, fixed amount of reserves is necessary or appropriate. A risk and investment based reserves policy will continue to be developed during 2021–2022.

## Plans for the future

In the next financial year ending 31 March 2022, the charity intends to continue its work to strengthen social work and social approaches in mental health services through awareness-raising, recruitment, and training.

In particular, it aims to:

- Recruit a further 160 new talented participants to join the 2022 Cohort in line with the requirements of the DHSC contract.
- To continue to enhance the quality of the programme through the learning from operational experience and feedback from multiple stakeholders connected to the programme.
- Further develop its leadership training, for both participants and experienced professionals, particularly with a view to making it more tailored to the specific challenges faced by mental health social workers in practice.
- Continue to develop an effective alumni network to help promote our mission through on-going contact with participants, providing social, development and professional opportunities to them.
- Update the 2018–21 strategy, which focusses on on-going organisational improvement including retention, innovation, evidence and effectiveness, to create a robust and challenging strategy for the continued progression of the charity.
- Implement its 2021+ Strategy in line with the charity's commitments to equality, diversity and inclusion.

In striving for diversity of income the Trustees will continue to consider options the charity has to expand its activities during the next financial year, which remain aligned with the charity's objects.

## Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated on 19 February 2016 and registered as a charity on 18 April 2016. The charity remained dormant until 1 July 2016, when the Think Ahead programme transferred over to the charity from The Institute for Public Policy Research (IPPR).

The company was established under a memorandum of association, which established the objects and powers of the charitable company, and is governed under its articles of association.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note six to the accounts.

The day-to-day decisions and management of the charity is delegated by the Trustees to the Chief Executive and senior staff detailed on page 1.

## Appointment of Trustees

As the Think Ahead programme continues to develop, the Board will continue to evolve, with new Trustees recruited with reference to a skills matrix and in particular to address gaps identified by a skills audit. A skills audit is undertaken every 2 years.

The charity's governing document does not specify a time limit for the term of office for Trustees but does require one third of the Trustees, being those who have been longest in office since their last appointment or reappointment, to retire from office at the annual meeting when the accounts are adopted.

On retirement from their first term of office, a Trustee can immediately be reappointed for a second term. Following a second term a Trustee generally must take a year's break from office, although provisions are in place for a third consecutive term up to a maximum of three years.

During the year recruitment took place for two new Trustees who were appointed in April 2021. This included the first Alumni Trustee, Levi Chambers-Cook, who was appointed following a competitive, open recruitment process from the Alumni network.

### Trustee induction and training

All of the current Trustees have a good knowledge and experience of the Think Ahead programme and a good understanding of their responsibilities as Trustees. Induction processes for new Trustees will have been developed to include background information on the charity and its strategy, aims, and governing arrangements as well as opportunities to meet key staff at Think Ahead, participants on the programme and the service users and carers involved in the Reference Group who work closely with staff to deliver the charity's aims.

Wider training for all Trustees is also accessed to address any knowledge and skill gaps as well as to take forward particular areas of interest, such as around equality, diversity and inclusion.

### Related parties and relationships with other organisations

There were no related parties or relationships with other organisations during the year.

### Remuneration policy for key management personnel

The Trustees consider that the senior management team (SMT) as detailed on page 1 are the key management personnel of the charity. The Trustees decide the reward strategy and annual remuneration for the Chief Executive Officer whilst the pay for the remainder of the SMT is delegated to the Chief Executive Officer. The charity's remuneration policy allocates a salary range to each position, which is based on external benchmarking. Periodic reviews informed by appraisals ensure that salaries are positioned at a level within their allocated range, which reflects the knowledge, skills, responsibilities and personal competencies required for the satisfactory performance of the individual roles.

## Statement of responsibilities of the Trustees

The Trustees (who are also directors of The Think Ahead Organisation for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2021 was eleven (2020: ten). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

## Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustee's annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime

The Trustees' annual report has been approved by the Trustees on 3 November 2021 and signed on their behalf by

Professor Dame Carol Black  
Chair

## Opinion

We have audited the financial statements of Think Ahead (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

## Basis for opinion

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

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' 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 Think Ahead'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 trustees with respect to going concern are described in the relevant sections of this report.

## **Other Information**

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Opinions on other matters prescribed by the Companies Act 2006**

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

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

## **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual 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 trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

## **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of

## Independent auditor's report

### To the members of

#### The Think Ahead Organisation

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company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### Auditor's responsibilities for the audit of the financial statements

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

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 are set out below.

### Capability of the audit in detecting irregularities

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

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

## Independent auditor's report

### To the members of

#### The Think Ahead Organisation

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- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

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

Joanna Pitman (Senior statutory auditor)

18 November 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

# The Think Ahead Organisation

## Statement of Financial Activities (Incorporating an income and expenditure account)

For the year ended 31 March 2021

|                                                                          |      | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | 2021<br>Total<br>£ | 2020<br>Total<br>£ |
|--------------------------------------------------------------------------|------|----------------------------|--------------------------|--------------------|--------------------|
| <b>Income from:</b>                                                      | Note |                            |                          |                    |                    |
| Charitable activities                                                    |      |                            |                          |                    |                    |
| Think Ahead Programme                                                    | 3    | 859,414                    | 6,111,863                | 6,971,277          | 6,833,862          |
| Other Charitable activities                                              |      | 11,000                     | –                        | 11,000             | 64,350             |
| Donations                                                                |      | 3,354                      | –                        | 3,354              | –                  |
| Investment income                                                        |      | 600                        | –                        | 600                | 7,489              |
| Other income                                                             |      | –                          | –                        | –                  | 868                |
| <b>Total incoming resources</b>                                          |      | <b>874,368</b>             | <b>6,111,863</b>         | <b>6,986,231</b>   | <b>6,906,569</b>   |
| <b>Expenditure on:</b>                                                   |      |                            |                          |                    |                    |
| Raising funds                                                            |      | 9,437                      | –                        | 9,437              | 7,800              |
| Charitable activities                                                    |      |                            |                          |                    |                    |
| Think Ahead Programme                                                    |      | 823,822                    | 6,111,863                | 6,935,685          | 6,833,862          |
| Other Charitable activities                                              |      | 12,494                     | –                        | 12,494             | 37,992             |
| <b>Total expenditure</b>                                                 | 4a   | <b>845,753</b>             | <b>6,111,863</b>         | <b>6,957,616</b>   | <b>6,879,654</b>   |
| <b>Net income / (expenditure) and net movement in funds for the year</b> | 6    | <b>28,615</b>              | <b>–</b>                 | <b>28,615</b>      | <b>26,915</b>      |
| <b>Reconciliation of funds</b>                                           |      |                            |                          |                    |                    |
| Total funds brought forward                                              |      | 47,798                     | –                        | 47,798             | 20,883             |
| <b>Total funds carried forward</b>                                       |      | <b>76,413</b>              | <b>–</b>                 | <b>76,413</b>      | <b>47,798</b>      |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 13 to the Financial Statements.

# The Think Ahead Organisation

## Balance Sheet

Company number: 10015893

As at 31 March 2021

|                                                | Note | £                | 2021<br>£     | £                | 2020<br>£     |
|------------------------------------------------|------|------------------|---------------|------------------|---------------|
| <b>Current assets:</b>                         |      |                  |               |                  |               |
| Debtors and prepayments                        | 11   | 181,506          |               | 147,845          |               |
| Cash at bank and in hand                       |      | 2,258,502        |               | 1,741,025        |               |
|                                                |      | <u>2,440,008</u> |               | <u>1,888,870</u> |               |
| <b>Liabilities:</b>                            |      |                  |               |                  |               |
| Creditors: Amounts falling due within one year | 12   | 2,363,595        |               | 1,841,072        |               |
|                                                |      | <u>2,363,595</u> |               | <u>1,841,072</u> |               |
| <b>Net Assets</b>                              |      |                  | <u>76,413</u> |                  | <u>47,798</u> |
| <b>The funds of the charity:</b>               |      |                  |               |                  |               |
| Unrestricted funds                             |      |                  | 76,413        |                  | 47,798        |
| Restricted income Funds                        |      |                  | –             |                  | –             |
|                                                |      |                  | <u>76,413</u> |                  | <u>47,798</u> |

Approved by the Trustees on 3 November 2021 and signed on their behalf by:

Professor Dame Carol Black  
Chair

The Think Ahead Organisation

Statement of cash flows

For the year ended 31 March 2021

|                                                           | Note | £          | £                | 2020<br>£    | £                |
|-----------------------------------------------------------|------|------------|------------------|--------------|------------------|
| <b>Cash flows from operating activities</b>               |      |            |                  |              |                  |
| Net cash provided by / (used in) operating activities     | 14   |            | <b>516,878</b>   |              | 173,406          |
| <b>Cash flows from investing activities</b>               |      |            |                  |              |                  |
| Dividends, interest and rents from investments            |      | <b>600</b> |                  | <b>7,489</b> |                  |
| Net cash provided by investing activities                 |      |            | <b>600</b>       |              | <b>7,489</b>     |
| <b>Change in cash and cash equivalents in the year</b>    |      |            | <b>517,477</b>   |              | <b>180,895</b>   |
| Cash and cash equivalents at the beginning of the year    |      |            | <b>1,741,025</b> |              | <b>1,560,130</b> |
| <b>Cash and cash equivalents at the end of the period</b> |      |            | <b>2,258,502</b> |              | <b>1,741,025</b> |

**1 Accounting policies**

**a) Statutory information**

The Think Ahead Organisation is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address is Invicta House, 108–114 Golden Lane, London, England, EC1Y 0TL. The operating address is 344–354 Grays Inn Road, London, WC1X 8BP.

**b) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

Key judgements that the charitable company has made which have a significant effect on the accounts include the treatment of bursary payments as described more fully in Note 1.9 below.

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**c) Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The Trustees consider there are no material uncertainties about the charitable company's ability to continue as a going concern. In reaching this conclusion they have in particular considered (1) the risk of disruption to the charity's activities consequent upon Government restrictions introduced due to COVID-19; and (2) the additional financial stability secured by having agreed a procurement contract with the Department of Health and Social Care ("DHSC") for delivery of two further Cohorts of Participants (the 2021 and 2022 Cohorts).

**e) Income**

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

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

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

**f) Interest receivable**

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

**g) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund. The primary activity of the charity is the implementation of the Think Ahead Programme, a graduate training scheme for mental health social workers. During the year the Programme remained primarily funded by grant income from DHSC. The grant funding related to expenditure for the 2020 and earlier Cohorts and all income and expenditure relating to those elements of the Programme is dealt with as Restricted activity. As per Note 1.4 above during the year the Programme became partly (for the 2021 and 2022 Cohorts) governed by a procurement contract and those elements of the Programme are reported as Unrestricted activity.

As explained in the above section on Restricted funds, Unrestricted funds includes those elements of the Think Ahead Programme which became governed by a procurement contract with DHSC. Therefore income and expenditure relating to the 2021 Cohort are dealt with as Unrestricted activity. Also included are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes. There were no such funds during the period.

**1 Accounting policies (continued)**

**h) Expenditure and irrecoverable VAT**

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

- Recruitment function – expenditure relating to the identification of potential candidates to become Participants on the Programme; assessment of those candidates and selection as confirmed Participants.
- Programme function: expenditure relating to the delivery of the Programme, to include: liaising with the Academic Partners (University of York and Middlesex University) regarding delivery of the academic content of the Programme; identifying potential candidate Host Organisations; negotiating Delivery Agreements whereby confirmed Host Organisations undertake the delivery of the placement learning content of the Programme; providing support to Participants through the team of Practice Specialists; providing financial and logistic support to Participants, primarily by means of bursary payments; providing logistic and administrative support for the Programme generally. Expenditure is recognised when services are received (with the exception of bursaries, covered in Note 1.9 below). For the Host Organisations providing placements for the units of four Participants, their costs to provide the services are front loaded to the beginning of the delivery agreement. All expenditure under the delivery agreement is recognised in the reporting period to reflect when the costs are incurred to provide the service.
- External Relations and Evaluation functions – expenditure relating to promoting awareness of the existence and content of the Programme, so as to facilitate the recruitment of potential Participants and Host Organisations: to include written publications, production of visual media, use of website and other social media. Additionally, evaluation of the impact of the Programme, using both internal resources and external consultants.

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

**i) Grants payable**

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

Grants are made under the Think Ahead Programme in the form of bursary payments to the Participants. These bursary payments are governed by a Participant Training Agreement entered into between the charity and each Participant. The total amount of the bursary payment covers a period of fourteen months from July of one calendar year (when the Participant begins the Programme) up to September of the following calendar year (when the Participant achieves a Postgraduate Diploma in Social Work). As at the accounting year end of the charity, therefore, six further instalments of the bursary have yet to be paid. Since the charity has a commitment to pay these further instalments, an accrual for the remaining instalments has been recognised in the accounts.

**j) Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

Direct staff and support costs are salary and overhead costs of the operational department responsible for that activity.

Senior management remuneration costs are apportioned between operational and support activities dependent on time spent. This results in the following allocation:

|                                      | Direct (operational) | Indirect (support) |
|--------------------------------------|----------------------|--------------------|
| ▪ CEO                                | 75%                  | 25%                |
| ▪ Programme and Recruitment Director | 100%                 | –                  |
| ▪ External Relations and Evaluation  | 70%                  | 30%                |
| ▪ Finance and Operations Director    | –                    | 100%               |

These apportionments are effected in the "Apportion Staff Costs" line of Note 3. A further apportionment is made there, that being to apportion the staff costs for the Marketing and Communications department in line with the next paragraph.

External relations and impact costs are considered to be direct operational costs in support of the primary operational functions of recruitment and programme. They are respectively apportioned at 70% to recruitment and 30% to programme, on the basis of time spent. This apportionment is applied to support costs in the lower section of Note 4.

Indirect staff and support costs are the costs of overall direction and administration of each activity, comprising the salary and overhead costs of the central and governance functions. These have been respectively apportioned at 20% to recruitment and 80% to programme on the basis of time spent. This apportionment is applied in the lower section of Note 3.

**k) Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

**l) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £1,500. During the period being reported there were no capitalised assets. Such assets as may be capitalised going forward will have depreciation applied to them at rates calculated to align with the timeframe of project funding.

**m) Debtors**

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

# The Think Ahead Organisation

## Notes to the financial statements

### For the year ended 31 March 2021

#### 1 Accounting policies (continued)

##### n) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months. At the reporting period end the charity did not hold any short term deposits.

##### o) Cash at bank and in hand

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

##### p) Creditors and provisions

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

##### q) Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

#### 2 Detailed comparatives for the statement of financial activities

|                                                                          | Unrestricted  | Restricted       | 2020             |
|--------------------------------------------------------------------------|---------------|------------------|------------------|
| <b>Income from:</b>                                                      |               |                  |                  |
| Charitable activities                                                    |               |                  |                  |
| Think Ahead Programme                                                    | –             | 6,833,862        | 6,833,862        |
| Other Charitable Activity Income                                         | 64,350        | –                | 64,350           |
| Investment income                                                        | 7,489         | –                | 7,489            |
| Other income                                                             | 868           | –                | 868              |
| <b>Total incoming resources</b>                                          | <b>72,707</b> | <b>6,833,862</b> | <b>6,906,569</b> |
| <b>Expenditure on:</b>                                                   |               |                  |                  |
| Raising funds                                                            | 7,800         | –                | 7,800            |
| Charitable activities                                                    |               |                  |                  |
| Think Ahead Programme                                                    | –             | 6,833,862        | 6,833,862        |
| Other Charitable Activity Expenditure                                    | 37,992        | –                | 37,992           |
| <b>Total expenditure</b>                                                 | <b>45,792</b> | <b>6,833,862</b> | <b>6,879,654</b> |
| <b>Net income / (expenditure) and net movement in funds for the year</b> | <b>26,915</b> | <b>–</b>         | <b>26,915</b>    |
| <b>Reconciliation of funds</b>                                           |               |                  |                  |
| Total funds brought forward                                              | 20,883        | –                | 20,883           |
| <b>Total funds carried forward</b>                                       | <b>47,798</b> | <b>–</b>         | <b>47,798</b>    |

#### 3 Income from charitable activities

|                                                                        | Unrestricted   | Restricted       | 2021<br>Total    | 2020<br>Total |
|------------------------------------------------------------------------|----------------|------------------|------------------|---------------|
| <b>Think Ahead Programme:</b>                                          |                |                  |                  |               |
| Grant received from DHSC                                               | –              | 6,500,000        | <b>6,500,000</b> | 7,050,000     |
| Unspent grant to be repaid – included within Other Creditors (Note 11) | –              | (388,137)        | <b>(388,137)</b> | (216,138)     |
|                                                                        | <b>–</b>       | <b>6,111,863</b> | <b>6,111,863</b> | 6,833,862     |
| Contract payments received from DHSC                                   | 859,414        | –                | <b>859,414</b>   | –             |
|                                                                        | <b>859,414</b> | <b>6,111,863</b> | <b>6,971,277</b> | 6,833,862     |
| <b>Other Charitable Activity Income</b>                                | <b>11,000</b>  | <b>–</b>         | <b>11,000</b>    | 64,350        |
|                                                                        | <b>870,414</b> | <b>6,111,863</b> | <b>6,982,277</b> | 6,898,212     |

The Think Ahead Programme remains primarily funded by a Grant Award from the DHSC, insofar as it relates to the 2020 and earlier Cohorts. The amount of £216,138 represents unspent grant funding from the year ending March 2020 which was returned by the charity to DHSC via a corresponding reduction to the instalment of grant funding received on 27 May 2020. The amount of £388,137 represents unspent grant funding from the year ending March 2021 which will be returned by the charity to DHSC via a corresponding reduction to a future instalment of grant funding. This has been treated as a creditor (see Other Creditor in Note 12). All this income is Restricted in nature. During the year activity commenced for the recruitment of the 2021 Cohort, and along with the 2022 Cohort this will be funded by a procurement contract with DHSC. Income derived from the contract is Unrestricted in nature.

The Think Ahead Organisation

Notes to the financial statements

For the year ended 31 March 2021

4a Analysis of expenditure on charitable activities (current year)

|                                   | Charitable activities |                  |                                      |                     |                  |                  |                  |
|-----------------------------------|-----------------------|------------------|--------------------------------------|---------------------|------------------|------------------|------------------|
|                                   | Recruitment           | Programmes       | External Relations<br>and Evaluation | Governance<br>costs | Support<br>costs | Total<br>2021    | Total<br>2020    |
| Staff costs (Note 7)              | 225,340               | 721,088          | 263,646                              | –                   | 340,369          | 1,550,442        | 1,465,166        |
| Apportion Staff Costs (Note 1.10) | 206,308               | 102,728          | (263,646)                            | –                   | (45,391)         | –                | –                |
| Apportioned staff costs           | 431,649               | 823,816          | –                                    | –                   | 294,978          | 1,550,442        | 1,465,166        |
| <b>Think Ahead Programme:</b>     |                       |                  |                                      |                     |                  |                  |                  |
| Bursaries (see note below)        | –                     | 1,918,267        | –                                    | –                   | –                | 1,918,267        | 1,800,229        |
| Other Participant support         | –                     | 34,776           | –                                    | –                   | –                | 34,776           | 6,531            |
| Alumni                            | –                     | 6,949            | –                                    | –                   | –                | 6,949            | 7,989            |
| Placement learning                | –                     | 893,708          | –                                    | –                   | –                | 893,708          | 979,066          |
| Academic tuition                  | –                     | 1,819,861        | –                                    | –                   | –                | 1,819,861        | 1,784,733        |
| Monitoring and evaluation         | –                     | 65,842           | –                                    | –                   | –                | 65,842           | 96,535           |
| Attraction of Participants        | 3,209                 | –                | –                                    | –                   | –                | 3,209            | 47,704           |
| Selection of Participants         | 113,741               | –                | –                                    | –                   | –                | 113,741          | 97,730           |
| Preparation for Programme         | 21,340                | –                | –                                    | –                   | –                | 21,340           | 46,295           |
| <b>Other Programmes:</b>          |                       |                  |                                      |                     |                  |                  |                  |
| Other Charitable Activities       | –                     | –                | –                                    | –                   | –                | –                | 3,376            |
| Total support costs (Note 5a)     | 100,912               | 153,654          | –                                    | 17,316              | 235,667          | 507,549          | 536,501          |
|                                   | <b>670,850</b>        | <b>5,729,368</b> | <b>–</b>                             | <b>17,316</b>       | <b>530,645</b>   | <b>6,948,179</b> | <b>6,871,854</b> |
| Apportion Governance costs        | 3,463                 | 13,853           | –                                    | (17,316)            | –                | –                | –                |
| Apportion Support costs           | 106,129               | 424,516          | –                                    | –                   | (530,645)        | –                | –                |
| <b>Total expenditure</b>          | <b>780,442</b>        | <b>6,167,737</b> | <b>–</b>                             | <b>–</b>            | <b>–</b>         | <b>6,948,179</b> | <b>6,871,854</b> |

Grants are made under the Think Ahead Programme in the form of bursary payments to the individual Participants. For a detailed description of the bursaries, including as to timing and accounting treatment, see Note 1.9.

The Think Ahead Organisation

Notes to the financial statements

For the year ended 31 March 2021

4b Analysis of expenditure on charitable activities (Prior year)

|                                   | Charitable activities |                  |                                  |                     |                  |                  |
|-----------------------------------|-----------------------|------------------|----------------------------------|---------------------|------------------|------------------|
|                                   | Recruitment           | Programmes       | External Relations<br>and Impact | Governance<br>costs | Support<br>costs | Total<br>2020    |
| Staff costs (Note 7)              | 242,018               | 622,318          | 253,747                          | –                   | 347,083          | 1,465,166        |
| Apportion Staff Costs (Note 1.10) | 218,671               | 114,479          | (253,747)                        | –                   | (79,404)         | –                |
| Apportioned staff costs           | 460,689               | 736,797          | –                                | –                   | 267,679          | 1,465,166        |
| Bursaries (see note below)        | –                     | 1,800,229        | –                                | –                   | –                | 1,800,229        |
| Other Participant support         | –                     | 6,531            | –                                | –                   | –                | 6,531            |
| Alumni                            | –                     | 7,989            | –                                | –                   | –                | 7,989            |
| Placement learning                | –                     | 979,066          | –                                | –                   | –                | 979,066          |
| Academic tuition                  | –                     | 1,784,733        | –                                | –                   | –                | 1,784,733        |
| Monitoring and evaluation         | –                     | 96,535           | –                                | –                   | –                | 96,535           |
| Attraction of Participants        | 47,704                | –                | –                                | –                   | –                | 47,704           |
| Selection of Participants         | 97,730                | –                | –                                | –                   | –                | 97,730           |
| Preparation for Programme         | 46,295                | –                | –                                | –                   | –                | 46,295           |
| <b>Other Programmes:</b>          |                       |                  |                                  |                     |                  |                  |
| Other Charitable Activities       | –                     | 3,376            | –                                | –                   | –                | 3,376            |
| Total support costs (Note 5b)     | 96,708                | 111,609          | –                                | 33,811              | 294,372          | 536,501          |
|                                   | <b>749,126</b>        | <b>5,526,866</b> | <b>–</b>                         | <b>33,811</b>       | <b>562,051</b>   | <b>6,871,854</b> |
| Apportion Governance costs        | 6,762                 | 27,049           | –                                | (33,811)            | –                | –                |
| Apportion Support costs           | 112,410               | 449,641          | –                                | –                   | (562,051)        | –                |
| <b>Total expenditure</b>          | <b>868,298</b>        | <b>6,003,556</b> | <b>–</b>                         | <b>–</b>            | <b>–</b>         | <b>6,871,854</b> |

The Think Ahead Organisation

Notes to the financial statements

For the year ended 31 March 2021

5a Support costs (current year)

|                                               | Recruitment<br>£ | Programmes<br>£ | External<br>Relations and<br>evaluation<br>£ | Governance<br>costs<br>£ | Support<br>costs<br>£ | Total<br>2021<br>£ | Total<br>2020<br>£ |
|-----------------------------------------------|------------------|-----------------|----------------------------------------------|--------------------------|-----------------------|--------------------|--------------------|
| Office costs                                  | 55,008           | 123,923         | 38,334                                       | –                        | 213,869               | 431,133            | 435,036            |
| Website, publications and events              | –                | –               | 7,780                                        | –                        | –                     | 7,780              | 7,497              |
| Audit and accountancy                         | –                | –               | –                                            | 12,480                   | –                     | 12,480             | 12,210             |
| Committee expenses                            | –                | –               | –                                            | 364                      | –                     | 364                | 5,322              |
| Travel                                        | –                | 308             | 47                                           | 758                      | 1,313                 | 2,427              | 37,476             |
| Finance, insurance and legal                  | –                | 9,750           | 19,416                                       | 3,714                    | 20,485                | 53,365             | 38,960             |
| Apportion External Relations and Impact costs | 45,904           | 19,673          | (65,577)                                     | –                        | –                     | –                  | –                  |
| <b>Total Support Costs (to Note 4a)</b>       | <b>100,912</b>   | <b>153,654</b>  | <b>–</b>                                     | <b>17,316</b>            | <b>235,667</b>        | <b>507,549</b>     | <b>536,501</b>     |

The Think Ahead Organisation

Notes to the financial statements

For the year ended 31 March 2021

5b Support costs (prior year)

|                                               | Recruitment<br>£ | Programmes<br>£ | External<br>Relations and<br>evaluation<br>£ | Governance<br>costs<br>£ | Support<br>costs<br>£ | Total<br>2020<br>£ |
|-----------------------------------------------|------------------|-----------------|----------------------------------------------|--------------------------|-----------------------|--------------------|
| Office costs                                  | 16,700           | 43,518          | 97,882                                       | –                        | 276,936               | 435,036            |
| Website, publications and events              | –                | –               | 7,497                                        | –                        | –                     | 7,497              |
| Audit and accountancy                         | –                | –               | –                                            | 12,210                   | –                     | 12,210             |
| Committee expenses                            | –                | –               | –                                            | 5,322                    | –                     | 5,322              |
| Travel                                        | 464              | 32,821          | 1,980                                        | 785                      | 1,426                 | 37,476             |
| Finance, insurance and legal                  | –                | 1,180           | 6,276                                        | 15,494                   | 16,010                | 38,960             |
| Apportion External Relations and Impact costs | 79,544           | 34,090          | (113,635)                                    | –                        | –                     | –                  |
| <b>Total Support Costs (to Note 4b)</b>       | <b>96,708</b>    | <b>111,609</b>  | <b>–</b>                                     | <b>33,812</b>            | <b>294,372</b>        | <b>536,501</b>     |

Notes to the financial statements

For the year ended 31 March 2021

|          |                                                |                |             |
|----------|------------------------------------------------|----------------|-------------|
| <b>6</b> | <b>Net Income / (Expenditure) for the year</b> | <b>2021</b>    | <b>2020</b> |
|          |                                                | <b>£</b>       | <b>£</b>    |
|          | This is stated after charging:                 |                |             |
|          | Auditors' remuneration excl VAT:               | <b>10,400</b>  | 10,175      |
|          | Statutory audit                                | –              | –           |
|          | Other services                                 |                |             |
|          | Operating leases:                              |                |             |
|          | Property                                       | <b>100,370</b> | 186,108     |
|          | Other                                          | <b>7,853</b>   | 7,932       |
|          |                                                | <b>108,223</b> | 194,115     |

**7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

|                                                                |                  |             |
|----------------------------------------------------------------|------------------|-------------|
|                                                                | <b>2021</b>      | <b>2020</b> |
|                                                                | <b>£</b>         | <b>£</b>    |
| Salaries                                                       | <b>1,285,568</b> | 1,209,458   |
| Social Security costs                                          | <b>120,832</b>   | 102,102     |
| Employer's contribution to defined contribution pension scheme | <b>95,964</b>    | 84,575      |
| Recruitment and other costs                                    | <b>48,078</b>    | 58,350      |
| Agency staff                                                   | –                | 10,681      |
|                                                                | <b>1,550,442</b> | 1,465,166   |

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

|                   |             |             |
|-------------------|-------------|-------------|
|                   | <b>2021</b> | <b>2020</b> |
|                   | <b>No.</b>  | <b>No.</b>  |
| £60,000 – £69,999 | –           | 2           |
| £70,000 – £79,999 | 2           | 2           |
| £80,000 – £89,999 | 1           | 1           |

**Key management personnel:**

The total employee benefits (including pension contributions and employers national insurance) of the key management personnel were £437,399 (2020: £506,085 ).

The charity trustees were neither paid nor received any other benefits from engagement with the charity in the period. No charity trustee received payment for professional or other services supplied to the charity.

There were no trustee expenses reimbursed during the year. In 2020 such expenses were £136 which were incurred by one member. The 2020 expenses related to travel and catering connected with trustee meetings or other external events or activities of the charity, and with all equivalent events during the year being held virtually due to COVID restrictions no such expenses were incurred.

**8 Staff numbers**

The average number of employees (head count based on number of staff employed) during the period was:

|                                   |                  |             |                  |            |
|-----------------------------------|------------------|-------------|------------------|------------|
| <b>Average headcount:</b>         | <b>2021</b>      |             | <b>2020</b>      |            |
|                                   | <b>Headcount</b> | <b>FTE</b>  | <b>Headcount</b> | <b>FTE</b> |
| Full time employees               | <b>23.8</b>      | <b>23.5</b> | 21.9             | 21.9       |
| Part time and temporary employees | <b>6.5</b>       | <b>4.1</b>  | 8.3              | 3.8        |
|                                   | <b>30.3</b>      | <b>27.6</b> | 30.3             | 25.7       |

Staff are split across the various functions of the charity as follows (headcount basis):

|                                   |                  |             |                  |            |
|-----------------------------------|------------------|-------------|------------------|------------|
|                                   | <b>2021</b>      |             | <b>2020</b>      |            |
|                                   | <b>Headcount</b> | <b>FTE</b>  | <b>Headcount</b> | <b>FTE</b> |
| Recruitment function              | <b>7.3</b>       | <b>6.2</b>  | 8.1              | 4.9        |
| Central Programme team            | <b>6.8</b>       | <b>6.8</b>  | 5.7              | 5.7        |
| Practice Specialist team          | <b>5.8</b>       | <b>5.3</b>  | 5.8              | 5.8        |
| External Relations and Evaluation | <b>4.9</b>       | <b>4.7</b>  | 4.6              | 4.4        |
| Finance and Executive             | <b>5.5</b>       | <b>4.6</b>  | 6.1              | 5.0        |
|                                   | <b>30.3</b>      | <b>27.6</b> | 30.3             | 25.7       |

**9 Related party transactions**

No transactions with RPs and no donations from RPs.

## 10 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## 11 Debtors

|               | 2021<br>£      | 2020<br>£      |
|---------------|----------------|----------------|
| Trade debtors | 116,994        | 11,000         |
| Other debtors | 8,057          | 40,166         |
| Prepayments   | 56,455         | 96,679         |
|               | <b>181,506</b> | <b>147,845</b> |

## 12 Creditors: amounts falling due within one year

|                              | 2021<br>£        | 2020<br>£        |
|------------------------------|------------------|------------------|
| Trade Creditors              | 765,865          | 489,666          |
| Taxation and Social Security | 36,393           | 31,393           |
| VAT                          | 19,499           | -                |
| Pensions                     | 14,380           | 12,246           |
| Accruals                     | 1,021,826        | 1,080,629        |
| Other Creditor               | 388,137          | 216,138          |
| Deferred income              | 117,495          | 11,000           |
|                              | <b>2,363,595</b> | <b>1,841,072</b> |

"Other Creditor" in 2020 represents the part of the Department of Health and Social Care ("DHSC") grant funding for years ending 31 March 2020 which was unspent as at 31 March 2020 and which was returned to the Department via a corresponding reduction in the instalment of grant funding received on 27 May 2020. The equivalent figure in 2021 represents the part of the DHSC grant funding for 2020/21 which was unspent as at 31 March 2021 and which will be returned to DHSC via a corresponding reduction in a future instalment of grant funding.

"Deferred income" in 2020 represents income received from Health Education England in the year ending 31 March 2020, but which was deferred as performance of the related work had to be postponed due to the COVID-19 restrictions. The related work was performed during the year. Deferred income for 2021 relates to income for 2 projects commissioned by Health Education England and NHS England in respect of which invoices were issued dated March 2021, but where the work will be performed during financial year ending 31 March 2022.

## 13a Movements in funds (current year)

|                                 | At 31 March<br>2020 | Income           | Staff Costs        | Expenditure<br>Support Costs | Operations         | Total              | At 31 March<br>2021 |
|---------------------------------|---------------------|------------------|--------------------|------------------------------|--------------------|--------------------|---------------------|
| Think Ahead                     | -                   | 6,111,863        | (1,088,364)        | (415,304)                    | (4,608,195)        | (6,111,863)        | -                   |
| <b>Total Restricted funds</b>   | <b>-</b>            | <b>6,111,863</b> | <b>(1,088,364)</b> | <b>(415,304)</b>             | <b>(4,608,195)</b> | <b>(6,111,863)</b> | <b>-</b>            |
| General funds                   | 47,798              | 3,954            | -                  | -                            | (9,437)            | (9,437)            | 42,315              |
| Other charitable                | -                   | 870,414          | (462,078)          | (92,245)                     | (281,993)          | (836,316)          | 34,098              |
| <b>Total Unrestricted funds</b> | <b>47,798</b>       | <b>874,368</b>   | <b>(462,078)</b>   | <b>(92,245)</b>              | <b>(291,430)</b>   | <b>(845,753)</b>   | <b>76,413</b>       |
| <b>Total funds</b>              | <b>47,798</b>       | <b>6,986,230</b> | <b>(1,550,442)</b> | <b>(507,549)</b>             | <b>(4,899,624)</b> | <b>(6,957,615)</b> | <b>76,413</b>       |

## 13b Movements in funds (prior year)

|                                 | At 31 March<br>2019 | Income           | Staff Costs        | Expenditure<br>Support Costs | Operations         | Total              | At 31 March<br>2020 |
|---------------------------------|---------------------|------------------|--------------------|------------------------------|--------------------|--------------------|---------------------|
| Think Ahead Programme           | -                   | 6,833,862        | (1,434,368)        | (532,682)                    | (4,866,812)        | (6,833,862)        | -                   |
| <b>Total Restricted funds</b>   | <b>-</b>            | <b>6,833,862</b> | <b>(1,434,368)</b> | <b>(532,682)</b>             | <b>(4,866,812)</b> | <b>(6,833,862)</b> | <b>-</b>            |
| General funds                   | 20,883              | 8,357            | -                  | -                            | (7,800)            | (7,800)            | 21,440              |
| Other Charitable activity       | -                   | 64,350           | (30,798)           | (3,819)                      | (3,376)            | (37,992)           | 26,358              |
| <b>Total Unrestricted funds</b> | <b>20,883</b>       | <b>72,707</b>    | <b>(30,798)</b>    | <b>(3,819)</b>               | <b>(11,176)</b>    | <b>(45,792)</b>    | <b>47,798</b>       |
| <b>Total funds</b>              | <b>20,883</b>       | <b>6,906,569</b> | <b>(1,465,166)</b> | <b>(536,501)</b>             | <b>(4,877,987)</b> | <b>(6,879,654)</b> | <b>47,798</b>       |

**14 Reconciliation of net income to net cash flow from operating activities**

|                                                   | 2021<br>£      | 2020<br>£      |
|---------------------------------------------------|----------------|----------------|
| Net income for the reporting period (as per SOFA) | 28,615         | 26,915         |
| Dividends, interest and rents from investments    | (600)          | (7,489)        |
| (Increase) in debtors                             | (33,661)       | 49,271         |
| Increase in creditors                             | 522,523        | 104,709        |
| <b>Net cash provided by operating activities</b>  | <b>516,878</b> | <b>173,406</b> |

**15 Operating lease commitments**

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

|                    | Property<br>2021<br>£ | Equipment<br>2021<br>£ | Property<br>2020<br>£ | Equipment<br>2020<br>£ |
|--------------------|-----------------------|------------------------|-----------------------|------------------------|
| Less than one year | 3,623                 | –                      | 89,400                | 3,600                  |
| One to five years  | –                     | –                      | –                     | –                      |
|                    | <b>3,623</b>          | <b>–</b>               | <b>89,400</b>         | <b>3,600</b>           |

**16 Legal status of the charity**

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.