

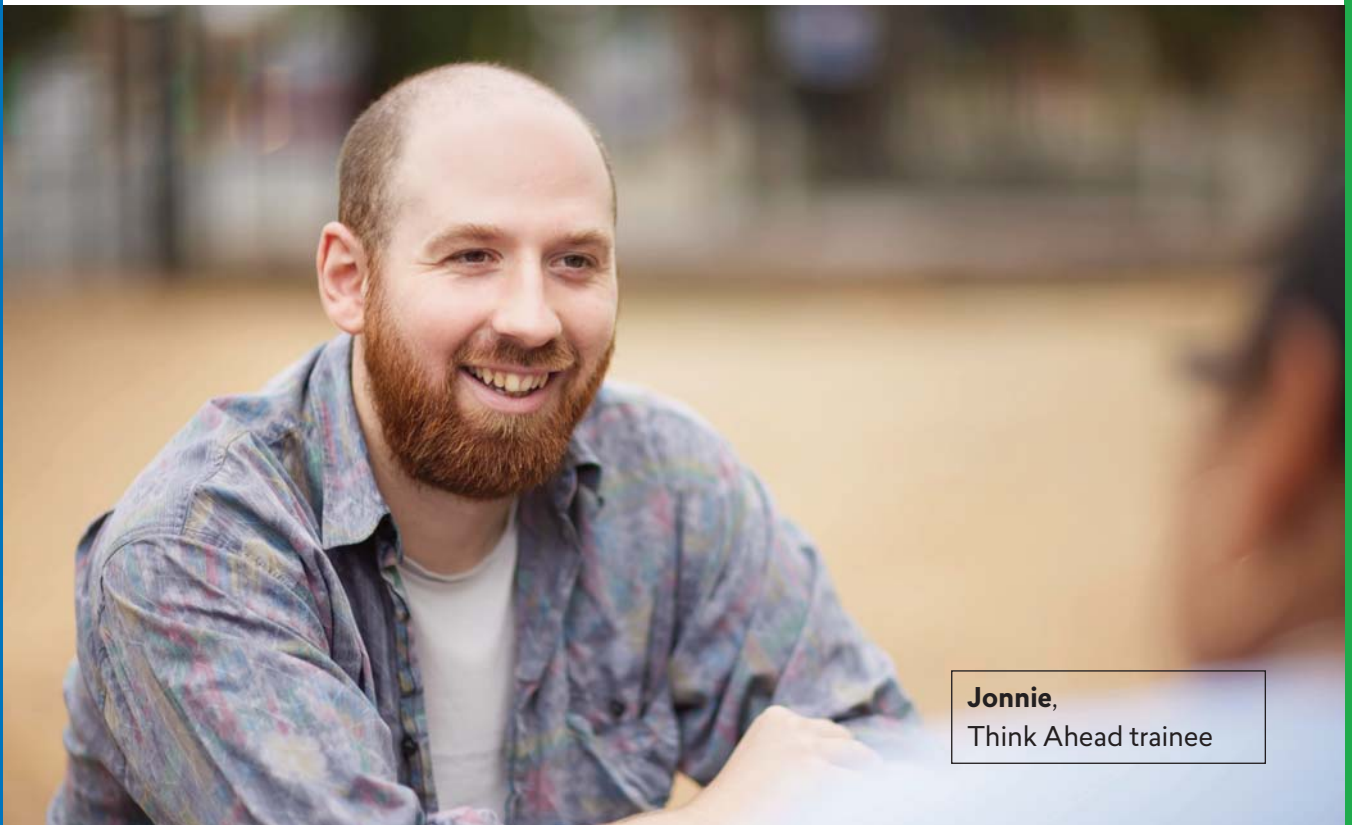


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# Annual report and financial statements

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,

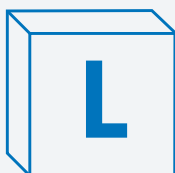
Stone King LLP  
Boundary House,  
91-93 Charterhouse Street,  
London, EC1M 6HL

### 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.

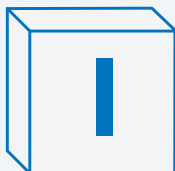
Having set our new organisational strategy to expand our impact and reach, this is a pivotal moment for Think Ahead. We are preparing to wish Chief Executive and co-founder, Ella, a fond farewell and to embark on our next chapter. We will greatly miss Ella’s determined and talented leadership; we look 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.

The Think Ahead Organisation  
**Balance Sheet**  
**As at 31 March 2022**

	Notes	31 March 2022		31 March 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	
		<u>4,161,590</u>	<u>2,440,008</u>	
<b>Liabilities:</b>				
Creditors: Amounts falling due within one year	13	3,250,334	2,363,595	
		<u>3,250,334</u>	<u>2,363,595</u>	
<b>Net current assets</b>		911,256	76,413	
<b>Net Assets</b>		<u>942,634</u>	<u>76,413</u>	
<b>The funds of the charity:</b>				
Unrestricted funds		934,956	76,413	
Restricted income Funds		7,678	-	
		<u>942,634</u>	<u>76,413</u>	

**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 31 March 2022</b>	<b>Year to 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 Funds	Restricted Funds	Year to 31 March 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 Total	2021
		Unrestricted Funds	Restricted 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 and Evaluation	Governance costs	Support costs	TOTAL 2022	TOTAL 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 2021
	Recruitment	Programmes	External Relations and Impact	Governance costs	Support 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 and Evaluation	Governance costs	Support costs	Total 2022	Total 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 and Evaluation	Governance costs	Support costs	Total
	£	£	£	£	£	2021 £
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 £	2021 £
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 £	2021 £
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 property £	Fixtures and fittings £	Computer equipment £	Motor vehicles £	Total £
<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 £	2021 £
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 £	2021 £
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 2022 £	Equipment 2022 £	Property 2021 £	Equipment 2021 £
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.