



Annual report and financial statements

For the year ended
31 March 2023

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



Contents

Reference and administrative information	3
Message from the Chair of the Board	4
Message from the CEO	5
Trustees' annual report	6
Independent auditor's report	19
Statement of financial activities (incorporating an income and expenditure account)	23
Balance sheet	24
Statement of cash flows	25
Notes to the financial statements	26

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

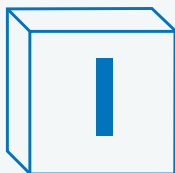
Bates Wells Braithwaite
10 Queen St Place,
London, EC4R 1BE

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

Message from the Chair of the Board



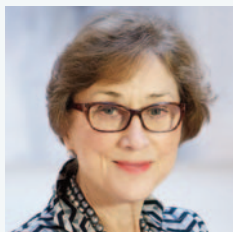
I am proud to have been the Chair of Think Ahead's Board since its inception in 2014. It has been a true privilege to contribute to this charity and play a part in its invaluable contribution to mental health services.

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

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.

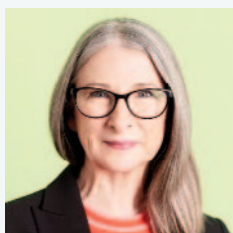
Without our programme, most of those people would not have thought of embarking on a career in social work. Eight years on, many of them are leading the way in integrated social work. They're working across primary health care, social care, community mental health and in-patient teams, in the integrated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

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.

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.

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.

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.

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.

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.

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.

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. 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
		£	£	£	£
Income from:					
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
Total incoming resources		8,433,687	544,009	8,977,696	8,904,244
Expenditure on:					
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
Total expenditure	4a	8,323,858	551,687	8,875,545	8,038,023
Net income / (expenditure) and net movement in funds for the year	6	109,829	(7,678)	102,151	866,221
Reconciliation of funds					
Total funds brought forward		934,956	7,678	942,634	76,413
Total funds carried forward		1,044,785	-	1,044,785	942,634

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 2023 £	£	31 March 2022 £
Fixed assets:	11		24,627		31,378
Current assets:					
Debtors and prepayments	12	112,218		105,517	
Cash at bank and in hand		4,498,396		4,056,073	
		4,610,614		4,161,590	
Liabilities:					
Creditors: Amounts falling due within one year	13	3,590,456		3,250,334	
		3,590,456		3,250,334	
Net current assets			1,020,158		911,256
Net Assets			1,044,785		942,634
The funds of the charity:					
Unrestricted funds			1,044,785		934,956
Restricted income Funds			-		7,678
			1,044,785		942,634
APPROVED by the Trustees on 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 31 March 2023	Year to 31 March 2022
Cash flows from operating activities	<u>Note</u>		
Net cash provided by / (used in) operating activities	15	449,281	1,833,979
Cash flows from investing activities:			
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	-	-	
Net cash provided by investing activities		(6,958)	(36,408)
Change in cash and cash equivalents in the period		442,323	1,797,571
Cash and cash equivalents at the beginning of the period		4,056,073	2,258,502
Cash and cash equivalents at the end of the period		4,498,396	4,056,073

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.

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 Funds	Restricted Funds	Year to 31 March 2022
Income from:	£	£	£
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
Total incoming resources	7,128,837	1,775,407	8,904,244
Expenditure on:			
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
Total expenditure	6,270,294	1,767,729	8,038,023
Net income / (expenditure) and net movement in funds for the year	858,543	7,678	866,221
Reconciliation of funds			
Total funds brought forward	76,413	-	76,413
Total funds carried forward	934,956	7,678	942,634

3 Income from Charitable Activities

	Unrestricted Funds	Restricted Funds	2023 £ Total	2022 £
Think Ahead Programme:				
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)
		544,009	544,009	1,755,407
Contract payments received from DHSC	8,411,112		8,411,112	7,028,774
	8,411,112	544,009	8,955,121	8,784,181
Other Charitable Activity Income	20,833	-	20,833	119,895
	8,431,945	544,009	8,975,954	8,904,076

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 2023	TOTAL 2022
	Recruitment	Programmes	External Relations, Policy and Evaluation	Raising Funds	Governance costs	Support 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
Think Ahead Programme:								
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
Other Programmes:								
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)	-	-
Total expenditure	1,037,323	7,821,901	-	16,321	-	-	8,875,545	8,038,023

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, Policy and Evaluation	Raising Funds	Governance costs	Support costs	TOTAL 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
Other Programmes:							
Other Charitable Activities		52,846					52,846
Total support costs (Note 5b)	91,666	44,112	-	-	16,489	292,878	445,145
	769,550	6,674,711	-	-	16,489	577,274	8,038,023
Apportion Governance costs	3,298	13,192			(16,489)		
Apportion Support costs	115,455	461,819	-	-		(577,274)	-
Total expenditure	888,303	7,149,720	-	-	-	-	8,038,023

5a	Support Costs	Recruitment	Programmes	External Relations, Policy and Evaluation	Raising Funds	Governance costs	Support costs	Total 2023	Total 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)	-	-	-	-	-
	Total Support Costs (to Note 4a)	144,543	77,912	-	-	44,521	318,378	585,354	445,145

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, Policy and Evaluation	Raising Funds	Governance costs	Support costs	Total
		£	£	£	£		£	2022 £
	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)	-		-	-
	Total Support Costs (to Note 4b)	91,666	44,112	-	-	16,489	292,878	445,145

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:

	2023	2022
	£	£
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
	1,923,629	1,574,661

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

	2023	2022
£60,000 - £69,999	3	-
£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
35.6	32.0	30.8	28.2

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
	35.6	32.0	30.8	28.2

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 property £	Fixtures and fittings £	Computer equipment £	Motor vehicles £	Total £
Cost					
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
Depreciation					
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
Net book value					
At the end of the year	-	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 £	2022 £
Trade debtors	25,000	2,880
Other debtors	46,684	48,720
Prepayments	40,534	53,916
	112,218	105,516

13 Creditors: amounts falling due within one year

	2023 £	2022 £
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
	3,590,456	3,250,334

"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 2022	Income	Expenditure				At 31 March 2023
	£	£	Staff Costs £	Support Costs £	Operations £	TOTAL £	£
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 2021	Income	Expenditure				At 31 March 2022
	£	£	Staff Costs £	Support Costs £	Operations £	TOTAL £	£
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 £	2022 £
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 2023 £	Equipment 2023 £	Property 2022 £	Equipment 2022 £
Less than one year	-	-	-	817
One to five years	218,037	12,761	356,066	18,032
	218,037	12,761	356,066	18,849

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

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