

Company number: 10015893

Charity number: 1166577

# The Think Ahead Organisation

Report and financial statements

For the year ended 31 March 2021

# The Think Ahead Organisation

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### For the year ended 31 March 2021

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## The Think Ahead Organisation

### Reference and administrative information

For the year ended 31 March 2021

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<b>Company number</b>	10015893
<b>Country of incorporation</b>	United Kingdom
<b>Charity number</b>	1166577
<b>Country of registration</b>	England & Wales
<b>Registered office address</b>	Unit 318, Record Hall 16-16A Baldwins Gardens London EC1N 7RJ

The charity is known by the name Think Ahead.

<b>Trustees</b>	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:	
	Professor Dame Carol Black	Chair
	Dr Ruth Allen	
	Professor Kamaldeep Bhui	(Appointed – 28 April 2021)
	Levi Chambers–Cook	(Appointed – 28 April 2021)
	Professor David Croisdale–Appleby OBE	
	James Darley	
	Dr Navina Evans CBE	
	John Lawlor	(Appointed – 29 April 2020)
	Professor Sir Julian Le Grand	
	Donald Peck	
	Sharon Rice–Oxley	
	Lord Dennis Stevenson	
	Nicholas Timmins	
<b>Company Secretary</b>	Elizabeth Ambekar	(Appointed – 23 July 2020)
	Christopher Chapman	(Resigned – 23 July 2020)
<b>Key management personnel</b>	Ella Joseph	Chief Executive (Previously Co–Chief Executive)
	Natalie Acton	Co–Chief Executive (Resigned – 14 August 2020)
	Elizabeth Ambekar	Finance and Operations Director (Appointed – 20 July 2020)
	Matthew Brown	Strategy, Evaluation and Communications Director (Resigned – 15 September 2021)
	Christopher Chapman	Finance and Operations Director (Resigned – 17 July 2020)

## The Think Ahead Organisation

### Reference and administrative information

For the year ended 31 March 2021

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Penelope East	External Relations Director (Appointed - 14 September 2021)
Rachel Slade	Programme Director
Ivan Wise	Recruitment 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

# The Think Ahead Organisation

## Trustees' annual report

### For the year ended 31 March 2021

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The Trustees present their report and the audited financial statements for the year ended 31 March 2021.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

## Objectives and activities

### Purposes and aims

The charity's broad purpose, as set out in its objects, is to advance physical and mental health, and prevent and alleviate poverty and other forms of need, primarily through education, training, research, and awareness-raising.

The charity's current focus is on supporting people with mental health problems in England, enabling them to lead more independent and fulfilling lives. Each year, mental illness affects one in four adults in England and one in three families, and it can dramatically affect individuals, families, and communities. For example, 38% of all ill-health is caused by mental illness (for under-65s), and mental ill-health has the same effect on life expectancy as smoking. In addition to those directly affected, mental illness has impacts across society, placing pressure on public services and costing the economy over £100bn per year in direct costs and lost productivity.

The charity operates and promotes the Think Ahead programme in order to have a positive impact on this societal challenge. The programme is a fast-track route for graduates and career-changers to train as mental health social workers in a variety of settings. The 26-month programme is predominantly based in the workplace and blends academic input with on-the-job learning to enable participants to rapidly gain expertise.

Social workers can bring a unique expertise in "social approaches" – interventions designed to support individuals, along with their families and communities, to improve their social circumstances. Social factors like relationships, living arrangements, and employment have profound effects on mental wellbeing, and improving these circumstances can contribute to long-term, sustainable recovery from mental illness.

Through operating and promoting the Think Ahead programme, the charity aims to strengthen the contribution of social workers and social approaches in mental health services, by:

- Attracting high-potential individuals to enter mental health social work, through the Think Ahead programme and across all training routes.
- Delivering and promoting training that creates improved outcomes for people who use mental health services.
- Supporting practice and service leadership that effectively addresses the biological, psychological, and social determinants of mental health problems.

## The Think Ahead Organisation

### Trustees' annual report

#### For the year ended 31 March 2021

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To achieve this, the organisation's activities during the year have focused mainly on:

- Raising awareness of mental health social work as an attractive career with positive social impact.
- Recruiting social work trainees (participants) to join the Think Ahead programme.
- Securing and maintaining partnerships with mental health services, which provide the on-the-job learning environment for participants in the programme.
- Ensuring the programme continues to have an innovative, cutting-edge curriculum that includes training on social approaches to mental health.
- Developing and delivering leadership training for participants and for the experienced professionals involved in their social work training.

The ultimate beneficiaries of the charity's work to date are people who access social work support from mental health services in England. These are usually secondary services (meaning that individuals are referred to them by primary services such as GPs), and typically support people who are experiencing severe and enduring mental health problems – such as psychosis, bipolar disorder, or severe personality disorders.

To create a positive impact for the ultimate beneficiaries, the charity provides direct services to intermediate beneficiaries. It provides support, education, and training to participants in the Think Ahead programme (to enable them to become excellent mental health social workers), and to experienced professionals involved in the delivery of the programme. By raising general awareness of the importance of social work and social approaches in mental health, the charity also directly benefits the general public, and creates a more supportive atmosphere for changes in services which will benefit the ultimate beneficiaries.

The Trustees review the aims, objectives, and activities of the charity. The Trustees report the achievements and success against the outcomes of the charity during the year, which also helps the Trustees to ensure that the charity's aims, objectives, and activities remained focused on its stated purposes.

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

## Achievements and performance

The charity's main activities during the year are described here. All these activities are ultimately focused on supporting people with mental health problems in England, and are undertaken to further The Think Ahead Organisation's charitable purposes for the public benefit.

## **The Think Ahead Organisation**

### **Trustees' annual report**

**For the year ended 31 March 2021**

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#### **2016 – 2018 Cohort Progress**

The 2016, 2017, 2018 and 2019 Cohorts have now graduated, gaining their Masters degrees in Social Work, and have become an increasingly active alumni group. The first six Cohorts' suitability for the role and the high quality of their practice have continued to be evidenced by their academic grades and by positive feedback from the experienced professionals they are working with.

#### **DHSC Contract**

In 2020 Think Ahead was awarded a contract from DHSC to deliver 160 places for the 2021 and 2022 Cohorts with an optional extension to include the 2023 Cohort. This is an increase of 43% from the maximum Cohort size of 112 for those starting the programme 2016–20. This contract commenced in July 2020 and the delivery of the 2021 Cohort is well underway.

The contract award provides longer-term security for the charity. The funding for all Cohorts up to and including the 2020 Cohort, to the completion of the programme for all participants in each Cohort, will continue to be made through annual grant funding.

#### **Raising awareness of mental health social work**

During the year the charity has made tens of thousands of individuals aware of mental health social work as a graduate career choice with positive social impact, through awareness-raising activities including securing coverage in the traditional and online media, publishing digital media such as articles and videos, and running in-person events. At the end of the financial year, Think Ahead had over 50,000 people registered with them as being interested in a career in mental health social work and had secured position 40 in the Times Top 100 list of graduate employers (the only mental health organisation to be in the list).

#### **Recruitment of the 2021 Cohort**

The participant attraction campaign for the 2021 Cohort (the sixth intake onto the programme) was carried out in late 2020 and early 2021.

Through the campaign, the charity generated around 4760 applications (2020: 3,624 applications) to join the Think Ahead programme in July 2021, and from this pool selected in excess of 261 candidates were selected as suitable for the role, these were then narrowed down to offer a place to 160 new participants. The participants' high potential to excel in the profession was established through a rigorous selection process, including a 'situational judgement test', written application and an attendance of an assessment centre.

### Dealing with the impact of COVID 19

The COVID 19 pandemic required the charity to consider and implement alternative ways of delivering the Think Ahead programme to participants, without impacting the quality of participants or the timeframes for graduation. This was achieved successfully, and the charity also moved all head office employees to work from home in March 2020 through the implementation of additional software and changed working practices. The quality of work and productivity of staff was not materially impacted, and all staff have continued to work throughout the impacted period. The pandemic has created no financial insecurity, with the DHSC grant and contract funding payments continuing in full throughout the period. An additional risk register, for COVID 19 specific risks, has been in place throughout the period impacted by the pandemic, but all risks have been effectively mitigated and no (post-mitigation) risks of high impact and high likelihood have been identified. The charity continues to regularly review and consider the impact of COVID 19 on the current operations and future aims and activities of the charity.

### Financial review

The charity secured funding of £7.4 million for the year (2020: £7.1 million) from the Department of Health and Social Care (DHSC) to operate the Think Ahead programme as detailed in note three to the accounts. This funding was a combination of grant and contract funding.

Expenditure totalled £7.0 million during the year (2020: £6.9 million), resulting in an unspent proportion of the DHSC grant of £0.4 million (2019: £0.2 million). Under the terms of the restricted grant any underspend of the annual grant allowance is generally due to be returned to DHSC. As a result, a balance of £0.4 million (2020: £0.2 million) will be returned to the DHSC and this element of the underspend is included within the year-end creditor balances.

Overall, the costs of recruiting participants and delivering training to them accounts for 92% of total expenditure (2020: 91%). The charity's direct training programme costs of £5.7 million (2020: £5.5 million) equate to 83% (2020: 80%) of the charitable activities. These costs include payment to partners supplying academic tuition and workplace training facilities, plus bursary payments to participants on the programme. Contained within the bursary costs are the committed liabilities of £0.7 million to September 2021 (2020: £0.7 million to September 2020), which is the end of Year One for the 2020 Cohort, and these are accrued within the creditor balance at the year end.

The intensive training approach also necessitates a robust recruitment process, and the direct costs of these recruiting activities total £0.7 million (2020: £0.7 million), 10% (2020: 11%) of the total expenditure.

At the report end date, the restricted funds total £nil (2020: £nil) and the unrestricted funds, £76,413 (2020: £47,798).

## The Think Ahead Organisation

### Trustees' annual report

#### For the year ended 31 March 2021

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During the year a number of consultancy projects were secured, some of which will be delivered by the charity in 2021/22. All operating surpluses will be held in reserve or used to reinvest in delivering Think Ahead's operational objectives including the delivery of educational training.

## Fundraising

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

## Principal risks and uncertainties

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

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

The main strategic risks to the charity are:

- The reliance on a single source of operational funding in the form of a restricted grant or contract from DHSC. The DHSC multi-year contract has helped to mitigate this risk. In further mitigation of this, the charity is reviewing options for further diversifying its income and has had success in achieving a number of small contracts for delivery of services in 2020/21 in line with its charitable objects.

The main programme risks to the charity are:

- The participant retention level is a risk, which might impact the reputation of Think Ahead. In mitigation of this, the charity has implemented robust selection procedures, strategically placed participants in suitable locations and implemented an enhanced participant tracking system.
- The capacity of the academic partner to recruit staff and scale up to deliver the programme to 160 participants is a risk to the quality of the delivery of the programme. Think Ahead works closely with the academic partner to mitigate this risk including putting in place contingency plans for the delivery of key services.

## The Think Ahead Organisation

### Trustees' annual report

#### For the year ended 31 March 2021

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The main operational risk to the charity is:

- The diversification of income may lead to organisational capacity issues and the risk that this impacts on quality of delivery. Plans are being put in place to be able to react to the organisational capacity needs of new contracts whilst always maintaining the high quality of the programme.

## Reserves policy and going concern

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

Until 2020–2021, the programme has been fully funded by the DHSC via a grant. This restricted funding is for all aspects of the programme including the indirect and support costs required to operate it, although any unspent proportion is generally to be returned to the DHSC. In July 2020 Think Ahead signed a contract with DHSC for funding covering the 2021 and 2022 cohorts with an option to extend to cover the 2023 cohort. This contract gives Think Ahead funding to cover the cost of these cohorts during financial years of 2020–2021 to 2024–2025 (2025–2026 if extended). Trustees consider that with this contract and the DHSC grant that the charity has sufficient income and liquidity to cover a period of at least 12 months from the date of approving the accounts and that the charity is, therefore, a going concern.

Due to the previous (grant) funding arrangements which did not allow for the building of reserves the charity currently has had a zero reserves policy. However, with the limited new consultancy projects delivered this year, the charity has built up a small, £73k unrestricted income.

The Trustees wish to continue building reserves with any unrestricted surplus in order to support growth and diversification and the long-term sustainability of the charity. However, the Trustees, taking into consideration the security of the DHSC contract, do not consider at this point in time that a larger, fixed amount of reserves is necessary or appropriate. A risk and investment based reserves policy will continue to be developed during 2021–2022.

## Plans for the future

In the next financial year ending 31 March 2022, the charity intends to continue its work to strengthen social work and social approaches in mental health services through awareness-raising, recruitment, and training.

## The Think Ahead Organisation

### Trustees' annual report

#### For the year ended 31 March 2021

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In particular, it aims to:

- Recruit a further 160 new talented participants to join the 2022 Cohort in line with the requirements of the DHSC contract.
- To continue to enhance the quality of the programme through the learning from operational experience and feedback from multiple stakeholders connected to the programme.
- Further develop its leadership training, for both participants and experienced professionals, particularly with a view to making it more tailored to the specific challenges faced by mental health social workers in practice.
- Continue to develop an effective alumni network to help promote our mission through on-going contact with participants, providing social, development and professional opportunities to them.
- Update the 2018–21 strategy, which focusses on on-going organisational improvement including retention, innovation, evidence and effectiveness, to create a robust and challenging strategy for the continued progression of the charity.
- Implement its 2021+ Strategy in line with the charity's commitments to equality, diversity and inclusion.

In striving for diversity of income the Trustees will continue to consider options the charity has to expand its activities during the next financial year, which remain aligned with the charity's objects.

## Structure, governance and management

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

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

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

The day-to-day decisions and management of the charity is delegated by the Trustees to the Chief Executive and senior staff detailed on page 1.

## Appointment of Trustees

As the Think Ahead programme continues to develop, the Board will continue to evolve, with new Trustees recruited with reference to a skills matrix and in particular to address gaps identified by a skills audit. A skills audit is undertaken every 2 years.

## The Think Ahead Organisation

### Trustees' annual report

#### For the year ended 31 March 2021

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

On retirement from their first term of office, a Trustee can immediately be reappointed for a second term. Following a second term a Trustee generally must take a year's break from office, although provisions are in place for a third consecutive term up to a maximum of three years.

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

### Trustee induction and training

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

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

### Related parties and relationships with other organisations

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

### Remuneration policy for key management personnel

The Trustees consider that the senior management team (SMT) as detailed on page 1 are the key management personnel of the charity. The Trustees decide the reward strategy and annual remuneration for the Chief Executive Officer whilst the pay for the remainder of the SMT is delegated to the Chief Executive Officer. The charity's remuneration policy allocates a salary range to each position, which is based on external benchmarking. Periodic reviews informed by appraisals ensure that salaries are positioned at a level within their allocated range, which reflects the knowledge, skills, responsibilities and personal competencies required for the satisfactory performance of the individual roles.

## Statement of responsibilities of the Trustees

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

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

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

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

In so far as the Trustees are aware:

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

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

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

## The Think Ahead Organisation

### Trustees' annual report

For the year ended 31 March 2021

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## Auditor

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

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

The Trustees' annual report has been approved by the Trustees on 3 November 2021 and signed on their behalf by



Professor Dame Carol Black  
Chair

## Independent auditor's report

To the members of

The Think Ahead Organisation

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### Opinion

We have audited the financial statements of Think Ahead (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

## Independent auditor's report

To the members of

The Think Ahead Organisation

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### Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

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

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

### Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of

## Independent auditor's report

### To the members of

### The Think Ahead Organisation

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company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

## Capability of the audit in detecting irregularities

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

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

## Independent auditor's report

### To the members of

#### The Think Ahead Organisation

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

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

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

### Use of our report

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



Joanna Pitman (Senior statutory auditor)

18 November 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

The Think Ahead Organisation

Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 31 March 2021

	Note	Unrestricted Funds £	Restricted Funds £	2021 Total £	2020 Total £
<b>Income from:</b>					
Charitable activities					
Think Ahead Programme	3	859,414	6,111,863	<b>6,971,277</b>	6,833,862
Other Charitable activities		11,000	-	<b>11,000</b>	64,350
Donations		3,354	-	<b>3,354</b>	-
Investment income		600	-	<b>600</b>	7,489
Other income		-	-	-	868
<b>Total incoming resources</b>		<b>874,368</b>	<b>6,111,863</b>	<b>6,986,231</b>	6,906,569
<b>Expenditure on:</b>					
Raising funds		9,437	-	<b>9,437</b>	7,800
Charitable activities					
Think Ahead Programme		823,822	6,111,863	<b>6,935,685</b>	6,833,862
Other Charitable activities		12,494	-	<b>12,494</b>	37,992
<b>Total expenditure</b>	4a	<b>845,753</b>	<b>6,111,863</b>	<b>6,957,616</b>	6,879,654
<b>Net income / (expenditure) and net movement in funds for the year</b>	6	28,615	-	<b>28,615</b>	26,915
<b>Reconciliation of funds</b>					
Total funds brought forward		47,798	-	<b>47,798</b>	20,883
<b>Total funds carried forward</b>		<b>76,413</b>	-	<b>76,413</b>	47,798

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

# The Think Ahead Organisation

## Balance Sheet

Company number: 10015893

As at 31 March 2021

	Note	£	2021 £	£	2020 £
<b>Current assets:</b>					
Debtors and prepayments	11	181,506		147,845	
Cash at bank and in hand		2,258,502		1,741,025	
		<u>2,440,008</u>		<u>1,888,870</u>	
<b>Liabilities:</b>					
Creditors: Amounts falling due within one year	12	2,363,595		1,841,072	
		<u>2,363,595</u>		<u>1,841,072</u>	
<b>Net Assets</b>			<u>76,413</u>		<u>47,798</u>
<b>The funds of the charity:</b>					
Unrestricted funds			76,413		47,798
Restricted income Funds			-		-
			<u>76,413</u>		<u>47,798</u>

Approved by the Trustees on 3 November 2021 and signed on their behalf by:



Professor Dame Carol Black  
Chair

The Think Ahead Organisation

Statement of cash flows

For the year ended 31 March 2021

	Note	£	£	2020 £	£
<b>Cash flows from operating activities</b>					
Net cash provided by / (used in) operating activities	14		<b>516,878</b>		173,406
<b>Cash flows from investing activities</b>					
Dividends, interest and rents from investments		<b>600</b>		<b>7,489</b>	
Net cash provided by investing activities			<b>600</b>		<b>7,489</b>
<b>Change in cash and cash equivalents in the year</b>			<b>517,477</b>		<b>180,895</b>
Cash and cash equivalents at the beginning of the year			1,741,025		1,560,130
<b>Cash and cash equivalents at the end of the period</b>			<b>2,258,502</b>		<b>1,741,025</b>

## The Think Ahead Organisation

### Notes to the financial statements

#### For the year ended 31 March 2021

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#### 1 Accounting policies

##### a) Statutory information

The Think Ahead Organisation is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address is Invicta House, 108-114 Golden Lane, London, England, EC1Y 0TL. The operating address is 344-354 Grays Inn Road, London, WC1X 8BP.

##### b) Basis of preparation

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

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

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

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

##### c) Public benefit entity

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

##### d) Going concern

The Trustees consider there are no material uncertainties about the charitable company's ability to continue as a going concern. In reaching this conclusion they have in particular considered (1) the risk of disruption to the charity's activities consequent upon Government restrictions introduced due to COVID-19; and (2) the additional financial stability secured by having agreed a procurement contract with the Department of Health and Social Care ("DHSC") for delivery of two further Cohorts of Participants (the 2021 and 2022 Cohorts).

##### e) Income

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

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

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

##### f) Interest receivable

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

##### g) Fund accounting

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

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

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

**1 Accounting policies (continued)**

**h) Expenditure and irrecoverable VAT**

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

- Recruitment function – expenditure relating to the identification of potential candidates to become Participants on the Programme; assessment of those candidates and selection as confirmed Participants.
- Programme function: expenditure relating to the delivery of the Programme, to include: liaising with the Academic Partners (University of York and Middlesex University) regarding delivery of the academic content of the Programme; identifying potential candidate Host Organisations; negotiating Delivery Agreements whereby confirmed Host Organisations undertake the delivery of the placement learning content of the Programme; providing support to Participants through the team of Practice Specialists; providing financial and logistic support to Participants, primarily by means of bursary payments; providing logistic and administrative support for the Programme generally. Expenditure is recognised when services are received (with the exception of bursaries, covered in Note 1.9 below). For the Host Organisations providing placements for the units of four Participants, their costs to provide the services are front loaded to the beginning of the delivery agreement. All expenditure under the delivery agreement is recognised in the reporting period to reflect when the costs are incurred to provide the service.
- External Relations and Evaluation functions – expenditure relating to promoting awareness of the existence and content of the Programme, so as to facilitate the recruitment of potential Participants and Host Organisations: to include written publications, production of visual media, use of website and other social media. Additionally, evaluation of the impact of the Programme, using both internal resources and external consultants.

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

**i) Grants payable**

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

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

**j) Allocation of support costs**

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

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

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

	Direct (operational)	Indirect (support)
▪ CEO	75%	25%
▪ Programme and Recruitment Director	100%	–
▪ External Relations and Evaluation	70%	30%
▪ Finance and Operations Director	–	100%

These apportionments are effected in the "Apportion Staff Costs" line of Note 3. A further apportionment is made there, that being to apportion the staff costs for the Marketing and Communications department in line with the next paragraph.

External relations and impact costs are considered to be direct operational costs in support of the primary operational functions of recruitment and programme. They are respectively apportioned at 70% to recruitment and 30% to programme, on the basis of time spent. This apportionment is applied to support costs in the lower section of Note 4.

Indirect staff and support costs are the costs of overall direction and administration of each activity, comprising the salary and overhead costs of the central and governance functions. These have been respectively apportioned at 20% to recruitment and 80% to programme on the basis of time spent. This apportionment is applied in the lower section of Note 3.

**k) Operating leases**

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

**l) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £1,500. During the period being reported there were no capitalised assets. Such assets as may be capitalised going forward will have depreciation applied to them at rates calculated to align with the timeframe of project funding.

**m) Debtors**

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

## The Think Ahead Organisation

### Notes to the financial statements

#### For the year ended 31 March 2021

#### 1 Accounting policies (continued)

##### n) Short term deposits

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

##### o) Cash at bank and in hand

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

##### p) Creditors and provisions

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

##### q) Pensions

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

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

	Unrestricted	Restricted	2020
<b>Income from:</b>			
Charitable activities			
Think Ahead Programme	-	6,833,862	6,833,862
Other Charitable Activity Income	64,350	-	64,350
Investment income	7,489	-	7,489
Other income	868	-	868
<b>Total incoming resources</b>	<b>72,707</b>	<b>6,833,862</b>	<b>6,906,569</b>
<b>Expenditure on:</b>			
Raising funds	7,800	-	7,800
Charitable activities			
Think Ahead Programme	-	6,833,862	6,833,862
Other Charitable Activity Expenditure	37,992	-	37,992
<b>Total expenditure</b>	<b>45,792</b>	<b>6,833,862</b>	<b>6,879,654</b>
<b>Net income / (expenditure) and net movement in funds for the year</b>	<b>26,915</b>	<b>-</b>	<b>26,915</b>
<b>Reconciliation of funds</b>			
Total funds brought forward	20,883	-	20,883
<b>Total funds carried forward</b>	<b>47,798</b>	<b>-</b>	<b>47,798</b>

#### 3 Income from charitable activities

Think Ahead Programme:	Unrestricted	Restricted	2021 Total	2020 Total
Grant received from DHSC	-	6,500,000	<b>6,500,000</b>	7,050,000
Unspent grant to be repaid – included within Other Creditors (Note 11)	-	(388,137)	<b>(388,137)</b>	(216,138)
	<b>-</b>	<b>6,111,863</b>	<b>6,111,863</b>	6,833,862
Contract payments received from DHSC	859,414	-	<b>859,414</b>	-
	<b>859,414</b>	<b>6,111,863</b>	<b>6,971,277</b>	6,833,862
<b>Other Charitable Activity Income</b>	11,000	-	<b>11,000</b>	64,350
	<b>870,414</b>	<b>6,111,863</b>	<b>6,982,277</b>	6,898,212

The Think Ahead Programme remains primarily funded by a Grant Award from the DHSC, insofar as it relates to the 2020 and earlier Cohorts. The amount of £216,138 represents unspent grant funding from the year ending March 2020 which was returned by the charity to DHSC via a corresponding reduction to the instalment of grant funding received on 27 May 2020. The amount of £388,137 represents unspent grant funding from the year ending March 2021 which will be returned by the charity to DHSC via a corresponding reduction to a future instalment of grant funding. This has been treated as a creditor (see Other Creditor in Note 12). All this income is Restricted in nature. During the year activity commenced for the recruitment of the 2021 Cohort, and along with the 2022 Cohort this will be funded by a procurement contract with DHSC. Income derived from the contract is Unrestricted in nature.

The Think Ahead Organisation

Notes to the financial statements

For the year ended 31 March 2021

4a Analysis of expenditure on charitable activities (current year)

	Charitable activities					Total 2021	Total 2020
	Recruitment	Programmes	External Relations and Evaluation	Governance costs	Support costs		
Staff costs (Note 7)	225,340	721,088	263,646	-	340,369	1,550,442	1,465,166
Apportion Staff Costs (Note 1.10)	206,308	102,728	(263,646)	-	(45,391)	-	-
Apportioned staff costs	431,649	823,816	-	-	294,978	1,550,442	1,465,166
<b>Think Ahead Programme:</b>							
Bursaries (see note below)	-	1,918,267	-	-	-	1,918,267	1,800,229
Other Participant support	-	34,776	-	-	-	34,776	6,531
Alumni	-	6,949	-	-	-	6,949	7,989
Placement learning	-	893,708	-	-	-	893,708	979,066
Academic tuition	-	1,819,861	-	-	-	1,819,861	1,784,733
Monitoring and evaluation	-	65,842	-	-	-	65,842	96,535
Attraction of Participants	3,209	-	-	-	-	3,209	47,704
Selection of Participants	113,741	-	-	-	-	113,741	97,730
Preparation for Programme	21,340	-	-	-	-	21,340	46,295
<b>Other Programmes:</b>							
Other Charitable Activities	-	-	-	-	-	-	3,376
Total support costs (Note 5a)	100,912	153,654	-	17,316	235,667	507,549	536,501
	<b>670,850</b>	<b>5,729,368</b>	<b>-</b>	<b>17,316</b>	<b>530,645</b>	<b>6,948,179</b>	<b>6,871,854</b>
Apportion Governance costs	3,463	13,853	-	(17,316)	-	-	-
Apportion Support costs	106,129	424,516	-	-	(530,645)	-	-
<b>Total expenditure</b>	<b>780,442</b>	<b>6,167,737</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,948,179</b>	<b>6,871,854</b>

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

The Think Ahead Organisation

Notes to the financial statements

For the year ended 31 March 2021

4b Analysis of expenditure on charitable activities (Prior year)

	Charitable activities					Total 2020
	Recruitment	Programmes	External Relations and Impact	Governance costs	Support costs	
Staff costs (Note 7)	242,018	622,318	253,747	-	347,083	1,465,166
Apportion Staff Costs (Note 1.10)	218,671	114,479	(253,747)	-	(79,404)	-
Apportioned staff costs	460,689	736,797	-	-	267,679	1,465,166
Bursaries (see note below)	-	1,800,229	-	-	-	1,800,229
Other Participant support	-	6,531	-	-	-	6,531
Alumni	-	7,989	-	-	-	7,989
Placement learning	-	979,066	-	-	-	979,066
Academic tuition	-	1,784,733	-	-	-	1,784,733
Monitoring and evaluation	-	96,535	-	-	-	96,535
Attraction of Participants	47,704	-	-	-	-	47,704
Selection of Participants	97,730	-	-	-	-	97,730
Preparation for Programme	46,295	-	-	-	-	46,295
<b>Other Programmes:</b>						
Other Charitable Activities	-	3,376	-	-	-	3,376
Total support costs (Note 5b)	96,708	111,609	-	33,811	294,372	536,501
	<b>749,126</b>	<b>5,526,866</b>	-	<b>33,811</b>	<b>562,051</b>	<b>6,871,854</b>
Apportion Governance costs	6,762	27,049	-	(33,811)	-	-
Apportion Support costs	112,410	449,641	-	-	(562,051)	-
<b>Total expenditure</b>	<b>868,298</b>	<b>6,003,556</b>	-	-	-	<b>6,871,854</b>

The Think Ahead Organisation

Notes to the financial statements

For the year ended 31 March 2021

5a Support costs (current year)

	Recruitment £	Programmes £	External Relations and evaluation £	Governance costs £	Support costs £	Total 2021 £	Total 2020 £
Office costs	55,008	123,923	38,334	-	213,869	431,133	435,036
Website, publications and events	-	-	7,780	-	-	7,780	7,497
Audit and accountancy	-	-	-	12,480	-	12,480	12,210
Committee expenses	-	-	-	364	-	364	5,322
Travel	-	308	47	758	1,313	2,427	37,476
Finance, insurance and legal	-	9,750	19,416	3,714	20,485	53,365	38,960
Apportion External Relations and Impact costs	45,904	19,673	(65,577)	-	-	-	-
<b>Total Support Costs (to Note 4a)</b>	<b>100,912</b>	<b>153,654</b>	<b>-</b>	<b>17,316</b>	<b>235,667</b>	<b>507,549</b>	<b>536,501</b>

The Think Ahead Organisation

Notes to the financial statements

For the year ended 31 March 2021

5b Support costs (prior year)

	Recruitment £	Programmes £	External Relations and evaluation £	Governance costs £	Support costs £	Total 2020 £
Office costs	16,700	43,518	97,882	-	276,936	435,036
Website, publications and events	-	-	7,497	-	-	7,497
Audit and accountancy	-	-	-	12,210	-	12,210
Committee expenses	-	-	-	5,322	-	5,322
Travel	464	32,821	1,980	785	1,426	37,476
Finance, insurance and legal	-	1,180	6,276	15,494	16,010	38,960
Apportion External Relations and Impact costs	79,544	34,090	(113,635)	-	-	-
<b>Total Support Costs (to Note 4b)</b>	<b>96,708</b>	<b>111,609</b>	<b>-</b>	<b>33,812</b>	<b>294,372</b>	<b>536,501</b>

## The Think Ahead Organisation

### Notes to the financial statements

#### For the year ended 31 March 2021

<b>6</b>	<b>Net Income / (Expenditure) for the year</b>	<b>2021</b>	2020
		<b>£</b>	<b>£</b>
	This is stated after charging:		
	Auditors' remuneration excl VAT:	<b>10,400</b>	10,175
	Statutory audit	-	-
	Other services		
	Operating leases:		
	Property	<b>100,370</b>	186,108
	Other	<b>7,853</b>	7,932
		<b>100,370</b>	186,108
		<b>7,853</b>	7,932

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

##### Staff costs were as follows:

	<b>2021</b>	2020
	<b>£</b>	<b>£</b>
Salaries	<b>1,285,568</b>	1,209,458
Social Security costs	<b>120,832</b>	102,102
Employer's contribution to defined contribution pension scheme	<b>95,964</b>	84,575
Recruitment and other costs	<b>48,078</b>	58,350
Agency staff	-	10,681
	<b>1,550,442</b>	1,465,166

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

	<b>2021</b>	2020
	<b>No.</b>	<b>No.</b>
£60,000 – £69,999	-	2
£70,000 – £79,999	2	2
£80,000 – £89,999	1	1

##### Key management personnel:

The total employee benefits (including pension contributions and employers national insurance) of the key management personnel were £437,399 (2020: £506,085).

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

There were no trustee expenses reimbursed during the year. In 2020 such expenses were £136 which were incurred by one member. The 2020 expenses related to travel and catering connected with trustee meetings or other external events or activities of the charity, and with all equivalent events during the year being held virtually due to COVID restrictions no such expenses were incurred.

#### 8 Staff numbers

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

##### Average headcount:

	<b>2021</b>		2020	
	<b>Headcount</b>	<b>FTE</b>	Headcount	FTE
Full time employees	<b>23.8</b>	<b>23.5</b>	21.9	21.9
Part time and temporary employees	<b>6.5</b>	<b>4.1</b>	8.3	3.8
	<b>30.3</b>	<b>27.6</b>	30.3	25.7

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

	<b>2021</b>		2020	
	<b>Headcount</b>	<b>FTE</b>	Headcount	FTE
Recruitment function	<b>7.3</b>	<b>6.2</b>	8.1	4.9
Central Programme team	<b>6.8</b>	<b>6.8</b>	5.7	5.7
Practice Specialist team	<b>5.8</b>	<b>5.3</b>	5.8	5.8
External Relations and Evaluation	<b>4.9</b>	<b>4.7</b>	4.6	4.4
Finance and Executive	<b>5.5</b>	<b>4.6</b>	6.1	5.0
	<b>30.3</b>	<b>27.6</b>	30.3	25.7

#### 9 Related party transactions

No transactions with RPs and no donations from RPs.

The Think Ahead Organisation

Notes to the financial statements

For the year ended 31 March 2021

10 Taxation

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

11 Debtors

	2021 £	2020 £
Trade debtors	116,994	11,000
Other debtors	8,057	40,166
Prepayments	56,455	96,679
	<u>181,506</u>	<u>147,845</u>

12 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade Creditors	765,865	489,666
Taxation and Social Security	36,393	31,393
VAT	19,499	-
Pensions	14,380	12,246
Accruals	1,021,826	1,080,629
Other Creditor	388,137	216,138
Deferred income	117,495	11,000
	<u>2,363,595</u>	<u>1,841,072</u>

"Other Creditor" in 2020 represents the part of the Department of Health and Social Care ("DHSC") grant funding for years ending 31 March 2020 which was unspent as at 31 March 2020 and which was returned to the Department via a corresponding reduction in the instalment of grant funding received on 27 May 2020. The equivalent figure in 2021 represents the part of the DHSC grant funding for 2020/21 which was unspent as at 31 March 2021 and which will be returned to DHSC via a corresponding reduction in a future instalment of grant funding.

"Deferred income" in 2020 represents income received from Health Education England in the year ending 31 March 2020, but which was deferred as performance of the related work had to be postponed due to the COVID-19 restrictions. The related work was performed during the year. Deferred income for 2021 relates to income for 2 projects commissioned by Health Education England and NHS England in respect of which invoices were issued dated March 2021, but where the work will be performed during financial year ending 31 March 2022.

13a Movements in funds (current year)

	At 31 March 2020	Income	Staff Costs	Expenditure			Total	At 31 March 2021
				Support Costs	Operations			
Think Ahead	-	6,111,863	(1,088,364)	(415,304)	(4,608,195)	(6,111,863)	-	-
<b>Total Restricted funds</b>	<u>-</u>	<u>6,111,863</u>	<u>(1,088,364)</u>	<u>(415,304)</u>	<u>(4,608,195)</u>	<u>(6,111,863)</u>	<u>-</u>	<u>-</u>
General funds	47,798	3,954	-	-	(9,437)	(9,437)	42,315	42,315
Other charitable	-	870,414	(462,078)	(92,245)	(281,993)	(836,316)	34,098	34,098
<b>Total Unrestricted funds</b>	<u>47,798</u>	<u>874,368</u>	<u>(462,078)</u>	<u>(92,245)</u>	<u>(291,430)</u>	<u>(845,753)</u>	<u>76,413</u>	<u>76,413</u>
<b>Total funds</b>	<u>47,798</u>	<u>6,986,230</u>	<u>(1,550,442)</u>	<u>(507,549)</u>	<u>(4,899,624)</u>	<u>(6,957,615)</u>	<u>76,413</u>	<u>76,413</u>

13b Movements in funds (prior year)

	At 31 March 2019	Income	Staff Costs	Expenditure			Total	At 31 March 2020
				Support Costs	Operations			
Think Ahead Programme	-	6,833,862	(1,434,368)	(532,682)	(4,866,812)	(6,833,862)	-	-
<b>Total Restricted funds</b>	<u>-</u>	<u>6,833,862</u>	<u>(1,434,368)</u>	<u>(532,682)</u>	<u>(4,866,812)</u>	<u>(6,833,862)</u>	<u>-</u>	<u>-</u>
General funds	20,883	8,357	-	-	(7,800)	(7,800)	21,440	21,440
Other Charitable activity	-	64,350	(30,798)	(3,819)	(3,376)	(37,992)	26,358	26,358
<b>Total Unrestricted funds</b>	<u>20,883</u>	<u>72,707</u>	<u>(30,798)</u>	<u>(3,819)</u>	<u>(11,176)</u>	<u>(45,792)</u>	<u>47,798</u>	<u>47,798</u>
<b>Total funds</b>	<u>20,883</u>	<u>6,906,569</u>	<u>(1,465,166)</u>	<u>(536,501)</u>	<u>(4,877,987)</u>	<u>(6,879,654)</u>	<u>47,798</u>	<u>47,798</u>

14 Reconciliation of net income to net cash flow from operating activities	2021 £	2020 £
Net income for the reporting period (as per SOFA)	28,615	26,915
Dividends, interest and rents from investments	(600)	(7,489)
(Increase) in debtors	(33,661)	49,271
Increase in creditors	522,523	104,709
<b>Net cash provided by operating activities</b>	<b>516,878</b>	<b>173,406</b>

15 Operating lease commitments

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

	Property 2021 £	Equipment 2021 £	Property 2020 £	Equipment 2020 £
Less than one year	3,623	-	89,400	3,600
One to five years	-	-	-	-
	<b>3,623</b>	<b>-</b>	<b>89,400</b>	<b>3,600</b>

16 Legal status of the charity

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