

**DRIVING BETTER
SCHOOL TO WORK
TRANSITIONS**

**ANNUAL REVIEW
2014**



CHAIRMAN'S REPORT

I am always very honoured and proud when people say, as they frequently do, that ThinkForward stands out from other initiatives.

One emotion that does not often register, however, is surprise, and that's because ThinkForward is built upon three very strong pillars.

The first is the quality and dedication of our highly skilled coaches – caring adults with high standards who build enduring relationships with young people who are amongst the most at risk of failing to find employment when they leave school. The second is the long-term, individualised support ThinkForward provides each young person over the five critical years as they grow from age 14 into young adults at 19, identifying their needs, building their confidence and connecting them with a comprehensive range of support services and work experience opportunities. Thirdly, it's about our rigorous approach to monitoring and evaluating the difference we are making in order to increase our impact.

Last year saw some of our very first participants either celebrating their first 12 months in employment or going off to university. Whilst we are proud of the difference that we make, there are still

250,000 unemployed under-24 year-olds in London and the South East alone, the scale of the challenge that faces society remains vast. Our new business plan, to be launched in early 2015, will outline our strategy for expanding our programme outside London. We look forward to working with you on this exciting new chapter in ThinkForward's journey.

Finally I would like to thank the exceptional team that manage ThinkForward and Tomorrow's People, our delivery partner, who together work tirelessly to drive greater impact on successful school to work transitions. They are both responsible for and critical to ThinkForward's success and its future.

I also want to take this opportunity to express my heartfelt gratitude to all the wonderful individuals and companies who donate their time, energy, a huge variety of work experience opportunities and financial support to ThinkForward.

Thank you for making the difference.

Charlie Green
Chair, ThinkForward

SUPER COACHES

ThinkForward was created in 2010 by Impetus-PEF following research into how to dramatically reduce the likelihood of young people becoming NEET. The programme, which is delivered by Tomorrow's People, supports the most vulnerable young people to make a successful transition into employment, by intervening early when they are still in education.

Driving impact on the ground and in schools are the 'super coaches' who work with young people aged 14 to 19 providing the personalised, sustained support which can help them overcome challenges they face at home and school.

MANAGING DIRECTOR'S REPORT

We know that ThinkForward has a powerful effect on the lives of young people. But we haven't been resting on our laurels, instead we're focusing on how we can drive even greater impact for the future.

During 2014 we have continued to see positive results for the over 1,100 young people we are supporting in Tower Hamlets, Hackney and Islington:

- 85% of the 14-16 year olds have shown statistically significant improvements to their attendance and behaviour at school;
- 60% of our school-leavers achieved at least five GCSEs grade A*-C; and
- 96% of our 17-18 year olds are currently in further education, employment or training.

Each statistic represents hundreds of success stories: vulnerable young people like Jay (whose story is on page 6), who are now better prepared for the world of work and taking their first steps into higher education or employment.

During the year, with the support of Impetus-PEF and Tomorrow's People, we thought carefully about how we can refine our programme so that it has an even greater impact. As a result, we

reviewed our selection criteria to ensure that we engaged the neediest young people, increased the amount of support each young person gets and launched an enhanced work experience offer. Our refined programme, which will be offered to all new participants during 2015, focuses relentlessly on ensuring that young people are given the transformational support they need not just to find employment, but to sustain it, flourish and advance within it, becoming more productive members of our society. We believe that not only will this lead to even greater success for our participants, but it positions ThinkForward well as we think about how we expand the programme beyond London.

None of our work would be possible without the support of our partners and funders and I would like to thank them all for their continued support.

Kevin Munday
Managing Director, ThinkForward

85%

WE RIGOROUSLY MONITOR EIGHT SETS OF METRICS, INCLUDING:

85% of the 14-16 year olds have shown statistically significant improvements to their attendance and behaviour at school.

60%

60% of our school-leavers achieved at least five GCSEs grade A*-C.

96%

96% of our 17-18 year olds are currently in further education, employment or training.

“ThinkForward provides an innovative approach to supporting some of the UK's most vulnerable young people into education and training. Not only is it improving the life chances of those young people, but it is also successfully achieving the targets set by Government that will enable social investors to be repaid out of long-term savings to the public purse. It is one of the earliest investments made by Big Society Capital and we are proud to continue to be associated with it.”

NICK O'DONOHUE, CHIEF EXECUTIVE, BIG SOCIETY CAPITAL





THINKFORWARD IN ACTION: JAY'S STORY

*Jay, 17, is bright and articulate
and now sees his future in a different light
because of ThinkForward and his coach.*

"It was about finding ambition really, what ThinkForward did for me," says 17-year-old Jay, reflecting on his time on the programme. And ambition is what Jay has in volumes. He is talking to us at the end of the working day – a working day spent at Proquote, part of the London Stock Exchange group – where he is coming to the end of a one-year apprenticeship as a Market Data Support and Administrator Apprentice. Conversations with his manager suggest that his employment will be extended. A career in the financial markets is now what Jay sees in his future.

As Jay sits there talking about his experience, smart in his suit and tie, it is hard to believe that he ever thought people in suits were "born into" successful careers. Jay, who studied at George Green's School in east London, was recommended for ThinkForward after his grades began to slip and he was heading down what he describes as a "darker track." He welcomed the opportunity from the outset and thinks that key to the success of the programme is the choice to participate: "Nobody is forced into the programme".

Right from the start Jay's ThinkForward coach Charlene has been there to support him. "I've been working with Jay for three years now," Charlene recalls. "He will always stand out in my mind because he is articulate, very bright, and very ambitious." Getting Jay to dream big about his future was not her initial concern, instead she focused on helping him understand what he needed to be doing today to achieve his ambitions. "Supporting him with a realistic action plan connected his starting point with where he wanted to be in the future," she says.

Charlene always checked in with Jay at important milestones. According to her, getting involved in his life early in his secondary school years is "what makes the coaching relationship work". Encouraging and providing opportunities for "direct experience" with the world of work also helped to make Jay's future more

tangible, more achievable. If Charlene's role as coach is to provide the steady, sustained support, mentors complement this approach by creating sparks of understanding and motivation.

Meeting Adam, his mentor from Barclays, was Jay's light-bulb moment. Adam is from the same area of London and went to school at Raine's Foundation, another of the schools where ThinkForward operates. He now has a well-established and successful career at a major global corporation. "I realised I have this possibility to be like Adam. I never thought I could be the sort of person who worked at Canary Wharf or at Barclays. I always thought I would be a failure and that only the rich got these sorts of jobs," says Jay.

From that point forward Jay started to think differently about his future. Charlene and Adam stayed with him along his journey, helping him to analyse his thinking, increase his professionalism and define his interests. They continued to provide ongoing support, such as teaching interview skills, problem solving and giving advice on proper office etiquette.

Today, Jay has left his difficult start behind and is now an inspiration to others, as he speaks to new ThinkForward participants about his own transformational experience on the programme: "ThinkForward is there to realise the potential in their students. I am proud of what I have done with ThinkForward and I am proud to say that ThinkForward has helped me this much. Mentoring is such a great thing that more schools and companies need to implement it when working with young people".



In this photograph
Charlene, ThinkForward coach



"As a major employer, we understand that talented individuals can be found in every community. That's why, as part of our 5 Million Young Futures commitment, we're proud to partner with ThinkForward to help the next generation build the skills they need to move into employment."

ANTHONY JENKINS, CHIEF EXECUTIVE, BARCLAYS

In this photograph
Jay shows coach Charlene his office at the London Stock Exchange.

A WEEK IN THE LIFE OF A THINKFORWARD COACH

How we help young people have better school to work transitions.

My role is all about building trusting relationships with young people so that I can help them understand both their strengths and areas for development. Through a combination of one-to-one and group support, as well as linking them to local services and work experience opportunities, I enable young people to overcome the barriers that may hinder them from making a successful transition from school to work.

MY TYPICAL WEEK INCLUDES

Providing one-to-one coaching sessions, which may take place during breaks, lunchtimes, after school and sometimes during lesson times. I have to be on call for unexpected issues or emergencies that may arise. In these sessions I help them set their own goals and review their action plans.

Organising workplace experiences to help young people build their motivation for work, self-belief that they can succeed in the work environment and awareness of the full range of opportunities available to them.

This type of work includes:

- Building relationships with business mentors
- Designing sessions and workshops that build skills and resilience
- Arranging visits to workplaces, work shadowing and work experience opportunities.

Developing partnerships with a range of local service providers in order to better refer young people for additional support in their school- and home-life. This network complements the support I provide as a coach, ensuring that the needs of the young people I work with are met in the most effective way.



In this photograph
Louise, ThinkForward coach

“We believe we have a responsibility for and are committed to giving young people the opportunity to achieve their work potential – regardless of their circumstances. That’s why we support ThinkForward, which brings together employers, schools and young people to make a clear impact on a big social issue.”

DAVID VAUGHAN, PARTNER, TRANSACTION ADVISORY SERVICES, EY



In this photograph
ThinkForward participant Georgieleigh (right) discusses her plans at Bain Capital with her line manager (centre) and her coach Louise (left).

THINKFORWARD'S THEORY OF CHANGE

We are forever striving to increase the impact of our programme.

With Impetus-PEF's support, we have thought carefully about how we achieve our mission of ensuring young people make a successful transition from school to work. This has resulted in a revised programme design that we piloted in 2014 and will be rolling out more widely in 2015.

We have tightened our mission statement, increasing our accountability and committing us to a measurable long-term goal for ThinkForward:

*"ThinkForward ensures that young people who are **disengaged from or underperforming at school** receive the **long-term, individualised support** they need so that they **transition successfully into higher education or sustained employment.**"*

We have further specified our target population, based on national measures such as academic achievement below expected levels at Key Stage 3, school attendance below 90%, poor behaviour at school and other 'at risk of NEET' indicators, like involvement in the criminal justice system or caring responsibilities. This means that places on the programme are only offered to those we are confident need it most.

We have introduced more clarity into the outcomes we will achieve with young people. The outcomes framework (opposite) is supported by detailed definitions, with our long-term outcome for all participants to have been in paid employment of 24 hours per week or more and earning the minimum wage, for at least 12 out of the past 18 months.

We have adjusted our operating model in order to drive these outcomes and fulfil our mission. We have chosen, over the next three years, to reduce the caseload of each coach to a maximum of 50 young people and to work with young people from Year 9 onwards.

We have developed best-in-class performance management systems. We rigorously monitor eight sets of metrics and we use the results to adapt our delivery accordingly.

These changes, prompted by learnings from different pilot schools, will allow ThinkForward to maximise its impact on young people's lives, giving them the best support possible to enable them to unlock their potential. Our tightly managed approach, evidenced through our successful social impact bond, also gives donors confidence that their money is well spent.

THE JOURNEY THROUGH THE PROGRAMME

We have developed more clearly defined outcomes that we are pursuing for young people, with our long-term goal for all participants to achieve sustained employment.

MISSION ACHIEVED WHEN EMPLOYMENT IS SUSTAINED

Age 18
"I have a job"

Age 17
"I have the skills to be successful in a job"

Age 16
"I am qualified to get a job"

Age 15
"I know what type of job I want and how to get it"

Age 14
"I want a job"

SUPPORTING ENTRY
TO HIGHER EDUCATION
OR EMPLOYMENT

BUILDING WORK READINESS CAPABILITIES

ENSURING PROGRESSION INTO
FURTHER EDUCATION OR TRAINING

INCREASING ACADEMIC
ATTAINMENT

IMPROVING BEHAVIOUR &
ATTENDANCE AT SCHOOL

ADDRESSING PERSONAL BARRIERS

GOVERNANCE

ThinkForward is overseen by an Advisory Board that combines a wealth of experience in business, education and social change.

Charlie Green (Chair)*
24 Haymarket/
Impetus-PEF

Barbara Storch*
Impetus-PEF

Matt Grinnell*
Credit Suisse

David Vaughan*
EY

Philippa Charles*
Garfield Weston
Foundation

Tom Walker*
CCMP

Meghan Sheehan
Barclays

Jo Zendel
ICG

Michael Abraham
UBS

Adam Islef
Nomura

Jo Margrie
London Boroughs of
Hackney and Tower Hamlets

Oliver Wright
Bain & Company

Charles Thomson
aSource Global

Emily Sun
Independent Consultant

Sharon Deutsch-Nadir
Private family trust

*Also ThinkForward trustees

SUPPORTERS

ThinkForward could not be where it is today without the support of a wide range of partners.

Strategic partners

Barclays
EY
Garfield Weston Foundation
ICG

Donors

29th May 1961 Charitable Trust
Education Endowment Foundation
The JD Burton Charitable Trust
JP Getty Jnr Charitable Trust
JP Morgan Chase Foundation
The Monument Trust
The Nomura Charitable Trust
UBS
Vitol Foundation

Investor

Big Society Capital

Delivery partner

Tomorrow's People

Pro bono partners

Clifford Chance
Kirkland & Ellis
KKR
Living Bridge
Macfarlanes
Nomura
PwC
RR Donnelley
YSC

Business supporters

Alexander Mann Solutions
Apax Partners
Ashurst
Bain Capital
Barclays
Barts Health NHS Trust
Blackstone Group
Boots
Breyer Group
Brookfield Multiplex
The Carlyle Group

Cinven
City and Guilds
EY
Fifteen
Fresh Minds
ICG
Keep Moat
KKR
Living Bridge
The Mill
New Look
Nomura
Poundland
PwC
RR Donnelley
SafetyKleen
Tower Hamlet Homes
TPG Capital
Travers Smith
Warburg Pincus
Weil, Gotshal & Manges
West Ham FC
Zoological Society of London (ZSL)

“ThinkForward provides a practical, well-run and cost-effective way to help teenagers in difficult circumstances reach their potential and become productive citizens: put simply, it makes a meaningful difference to them and to society at large.”

PHILIPPA CHARLES, DIRECTOR, GARFIELD WESTON FOUNDATION

“Providing opportunity for young people is central to ICG’s CSR philosophy, which is why we have made a long-term commitment to support ThinkForward. We believe in the value it provides wider society by helping those young people at greatest risk, enabling them to reach their potential in life. Over the years the strength of our partnership with ThinkForward has led us to support in many ways – as a donor, a board member and by providing work experience and engagement opportunities for young people. To us, the programme’s success means the success of the next generation of young people.”

CHRISTOPHE EVAIN, CHIEF EXECUTIVE, ICG



FINANCES

For every young person who goes on to become NEET, an average of £56,000 is lost to the public purse. By intervening early, ThinkForward ensures that more young people get the support they need so that they never become NEET in the first place.

With the cost of the ThinkForward programme being less than **£1,250** per young person per year, the sum is more than repaid by the opportunity to help young people become more productive citizens.

COACHES	£885,950
ACTIVITIES FOR YOUNG PEOPLE	£143,010
EMPLOYABILITY PROGRAMME AND BUSINESS ENGAGEMENT	£64,690
MONITORING AND EVALUATION	£165,860
DELIVERY PARTNER'S INDIRECT COSTS AND OVERHEADS	£130,340
PROGRAMME MANAGEMENT AND QUALITY ASSURANCE	£237,010
<hr/>	
TOTAL EXPENDITURE IN 2014	£1,626,860



THANK YOU

ThinkForward is grateful for all its supporters – donors, pro bono experts, partners and trustees alike – who have made the programme possible. Without them, ThinkForward would not be the success it is today, helping more young people have the chance to lead more fulfilling lives in the world of work.

GET INVOLVED

One of the things that makes ThinkForward unique is the way it links young people with volunteers, activity providers and work opportunities. These partners have become part of a proven initiative helping young people make a successful transition from school to work.

For corporate partners, donating to ThinkForward provides your firm and its employees with a meaningful and effective way of giving back. Employees are also able to get involved in a range of volunteer activities, including work shadowing, business mentoring and workshops that build employment skills.

For other partners, working with ThinkForward is a valuable way of connecting with the young people who most need their support and helping them to thrive within their school or local community.

To find out how you can become a partner, please contact us at info@think-forward.org.uk or call 020 3474 1000.

Printed courtesy of RR Donnelley

ThinkForward
183 Eversholt Street
London NW1 1BU

www.think-forward.org.uk

ThinkForward is a charity registered with the Charity Commission. Registration number 1152862.

ThinkForward is a company limited by guarantee registered in England and Wales.
Registration number 08318590.

© ThinkForward 2014. All rights reserved.



ThinkForward was founded by Impetus-PEF and is delivered in partnership with Tomorrow's People.