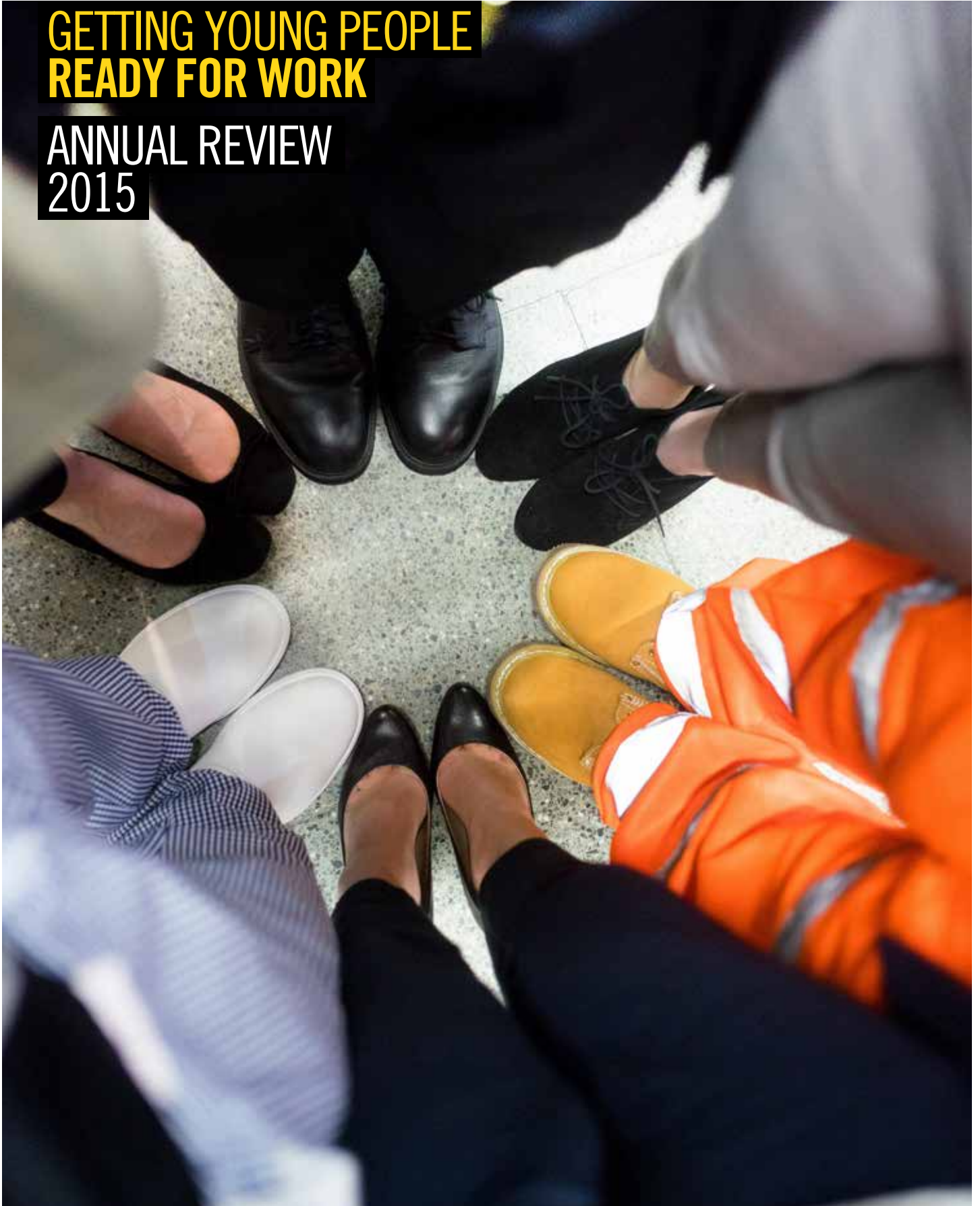


GETTING YOUNG PEOPLE READY FOR WORK

ANNUAL REVIEW
2015



A YEAR OF FIRSTS

*As we approach our fifth anniversary, we have much
to celebrate about our achievements during 2015*

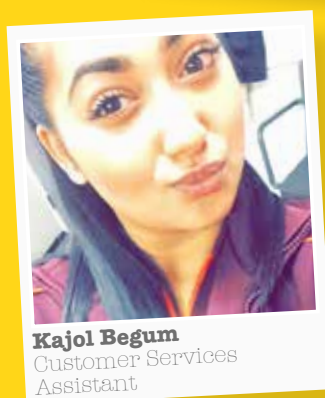
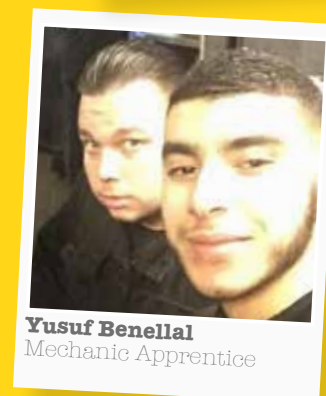
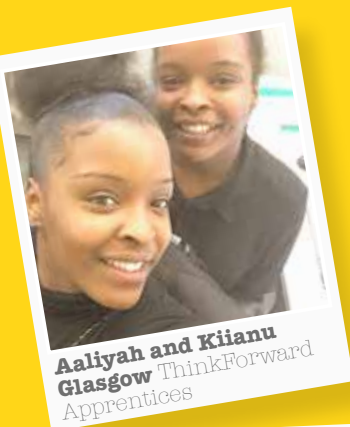
This year has been a year of many firsts for ThinkForward. Our ThinkForward Social Impact Bond was one of the first in the world to complete, with its success highlighted by the Prime Minister in his speech ahead of the Autumn Spending Review. ThinkForward became fully independent from our founder, Impetus – The Private Equity Foundation and we saw the very first cohort of young people to join ThinkForward's programme back in 2011 'graduate' and take their first steps into employment and higher education.

At age 13 these young people were identified as being most at risk of ending up not in education employment or training (NEET), but after five years of intensive one-to-one support, they have confounded predictions with **72%** of them achieving five A* - C grades at GCSE, compared to a national average of 63.8%. ThinkForward has also prepared them for the world of work: each young person has received targeted ready for work activities, provided by our generous donor companies and volunteers. As a result **96%** are currently in further education employment or training. We are delighted with these results and our 'class of 2015' are proof that, given the right support young people can find rewarding jobs and pursue their ambitions.

Whilst we are proud of the difference we have made to the lives of these young people, **11.7%** of 16-24 year olds across the UK are still failing to make a successful transition from education into employment. Young people who are NEET for more than six months are **four times** more likely to be out of work again in the future and **five times** more likely to have a criminal record. Thanks to the success of the programme to date, we are now in a strong position to extend our unique early intervention approach to new areas of the UK in the years to come.

We are extremely grateful to our generous donors, volunteers, outstanding Coaches and committed staff, without whom we could not have reached 1,100 young people, whose achievements are highlighted throughout this report. We look forward to working together in 2016 and having an even greater impact on young lives.

Charlie Green, *Chair*
Kevin Munday, *Managing Director*



ThinkForward ensures the most disengaged young people succeed in education and progress into work. We do this by pairing them with highly qualified Progression Coaches who provide long-term, personalised support, helping young people to overcome challenges in and out of school and to build employability skills and confidence.

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THINKFORWARD IN ACTION: ATIYA'S STORY

Atiya always knew she wanted to go into banking, but college was not the right path for her. After dropping out of college, ThinkForward helped her develop the skills and confidence for the workplace. Atiya is now thriving in her Barclays apprenticeship and hopes to one day work for their Compliance team

BEFORE THINKFORWARD

"I used to hate turning up at school and would often just stay at home to avoid going in."

Atiya Rounaq grew up in Tower Hamlets and struggled to attend Swanlea School which was one of the first schools to have the ThinkForward programme.

INTRODUCED TO THINKFORWARD

"My ThinkForward Coach was assigned to me to get to the root of why I wasn't going to school. Brad built my confidence and afterwards my attendance improved."

Brad, Atiya's coach described how Atiya was enrolled on ThinkForward as a capable but troubled student. Atiya had a difficult home life and struggled to make lasting connections with her peers which led to conflicts with them and teachers.

COACHING SUPPORT

Atiya and Brad worked together to overcome Atiya's lack of confidence and she learnt how to trust and improve relationships. As Atiya's confidence grew she took part in activities to explore potential career paths and built her work readiness. She volunteered at her local park and did a work placement at London Zoo.

PREPARING FOR WORK

"On the day of my interview I phoned up my coach saying... 'I can't do this, I am so nervous I can't speak!' He made me focus on what I wanted and calmed me down. I knew I had done lots of practice."

Atiya was encouraged to go to college but she questioned if it was the right path for her. After losing interest in her course she decided to quit. Brad encouraged her to apply for apprenticeship schemes and thanks to her confidence and previous work placement experience she successfully gained a traineeship with Capita to become a Barclays Apprentice.

STAYING ON TRACK

"The day I decided to quit college, Brad was really supportive and put me in front of a laptop to look for jobs."

Atiya was highlighted by her college as a gifted student, when she quit it was vital for her to have her coach to keep her on track and to find an alternative route. As Atiya's head teacher Brenda put it, *"having someone who was not a teacher or social worker to help her navigate the wider world of work was crucial at that time in her life."*

APPRENTICESHIP

"My first day was scary, at first I had no idea what I was doing, you are right there at the front. But you get the hang of it quickly and they are very willing to support you, as you aren't expected to know everything."

After an 8 week traineeship and work placement with Capita, Atiya successfully gained an apprenticeship with Barclays.

LOOKING FORWARD

I don't think I would be where I am now without ThinkForward. I would have continued not going to school and my mum probably would have got fined for me not attending. I didn't ever see myself working until ThinkForward asked me what I wanted to do and how I was going to get there."

Atiya will finish her apprenticeship in the summer of this year and is working towards getting a job in the Barclays Compliance team.



“ThinkForward takes young people at an early age and helps them to realise that the world of work does not need to be an intimidating place... it’s been fantastic to see how Atiya has grown in confidence on the job, her positive attitude is such an asset to the Barclays team.”

ANDREW GALLAGHER
BARCLAYS CAMDEN BRANCH MANAGER

“I think I am driven because I want to be successful. I see everyone from where I have come from and I don’t want to be like that”

ATIYA



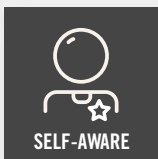
In this photograph Atiya and her Manager Andrew at work.

READY FOR WORK

Research by the Education and Employers Taskforce found that young people who recalled four or more employer contacts were **five times less likely** to be NEET than those who had no involvement. The tragedy is that only 7% of those questioned could recall four such activities taking place. Without the help of programmes like ThinkForward too many young people are simply not ‘work-ready’ when they start looking for a job.

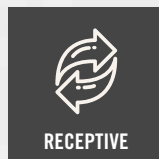
In 2015 we came up with eight Ready for Work capabilities, based on recommendations from research into the behaviours, mind-sets and skills employers across all sectors look for in their workforce, particularly for entry level positions. Participants’ capabilities are being developed and tracked throughout their five years on the programme, informing much of the support that Coaches provide and ensuring young people are ready for work when they graduate.

THINKFORWARD'S READY FOR WORK CAPABILITIES



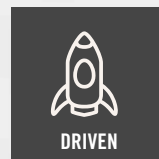
SELF-AWARE

SELF-AWARE
RECOGNISES OWN EMOTIONS, STRENGTHS AND WEAKNESSES; TAKES RESPONSIBILITY FOR OWN CHOICES AND BEHAVIOUR



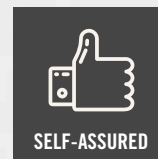
RECEPTIVE

RECEPTIVE
RESPECTS OTHER PEOPLE'S VIEWS AND LEARNS FROM THEM; OPEN MINDED TO NEW OPPORTUNITIES AND FEEDBACK



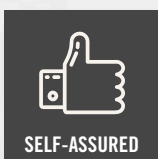
DRIVEN

DRIVEN
ENTHUSIASTIC AND WILLING TO APPLY THEMSELVES INDEPENDENTLY AND WITH DETERMINATION TO ANY TASK



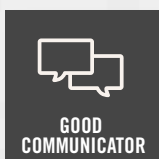
SELF-ASSURED

SELF-ASSURED
VISIBLY CONFIDENT AND BELIEVES IN THEIR OWN ABILITIES ENOUGH TO OPERATE IN STRETCHING SITUATIONS



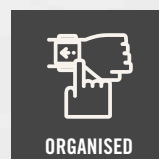
SELF-ASSURED

RESILIENT
COPE WITH REJECTION AND SETBACKS WITH A POSITIVE ATTITUDE; ABLE TO LEARN FROM MISTAKES CONSTRUCTIVELY



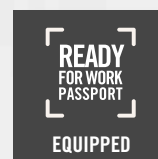
GOOD COMMUNICATOR

GOOD COMMUNICATOR
COMMUNICATES CLEARLY AND ACCURATELY; EXPRESSES AND PRESENTS THEMSELVES WELL IN VARIED SITUATIONS



ORGANISED

ORGANISED
PUNCTUAL AND RELIABLE; APPRECIATES THE IMPORTANCE OF PLANNING AND PRIORITISING AND USES RESOURCES TO DO SO



EQUIPPED

EQUIPPED
COMPLETED THINKFORWARD'S READY FOR WORK PASSPORT

ThinkForward's dedicated employability programme provides Ready for Work activities to build on these eight capabilities needed to successfully transition into employment. In 2015 Coaches drew upon the support of over 350 professional volunteers and worked closely with our business engagement team to provide young people with over 1000 Ready for Work activities. All young people on the programme are offered business mentoring, work experience placements, work insight days and skills workshops, including CV writing and interview practice.

Participation in these activities contributes towards a young person's completion of their Ready for Work Passport, which means that they are equipped with all the experience, tools and knowledge they need to successfully gain employment.

Thanks to JPMorgan Chase Foundation funding, ThinkForward has been able to enhance their Ready for Work activities in 2015, focusing on priority sectors that reflect the local jobs market to include hospitality, retail, construction, maintenance, health, fitness and social care. Funding has also been used to establish WorkForward, a dedicated recruitment arm that brokers traineeships, apprenticeships and full and part-time jobs for young people.



OUR FOCUS ON IMPACT

ThinkForward is committed to having a meaningful and long-term impact. 2015 marked the first year young people graduated, having received over four years of dedicated progression coaching and Ready for Work support. Over 300 young people progressed into higher education and employment and we continued to see positive results for the other 800 young people enrolled across our 14 schools in east London.

Our effective monitoring and evaluation starts with our enrolment criteria. In 2015 we worked closely with schools to use a combination of data and qualitative evidence to identify and enrol 260 new young people. Throughout a young person's journey on the programme we consistently track behaviour, attendance, attainment and progress against our Ready for Work scale – ensuring young people get relevant and targeted support.

Our focus on impact has also been driven by an innovative Social Impact Bond (SIB), the first of its kind to successfully complete and provide a return to investors. Commissioned by the Department for Work and Pensions Innovation Fund in 2012 on a payment by results basis, the SIB provided working capital to expand the programme and to realise the outcomes it was set-up to achieve. David Cameron used ThinkForward's SIB as an example of success in his speech ahead of the 2015 Autumn Spending Review, highlighting the government's desire to scale SIBs in future.

91%

WERE IN EDUCATION,
EMPLOYMENT OR TRAINING
(AT AGE 18)

85%

IMPROVED BEHAVIOUR AND
ATTENDANCE AT SCHOOL

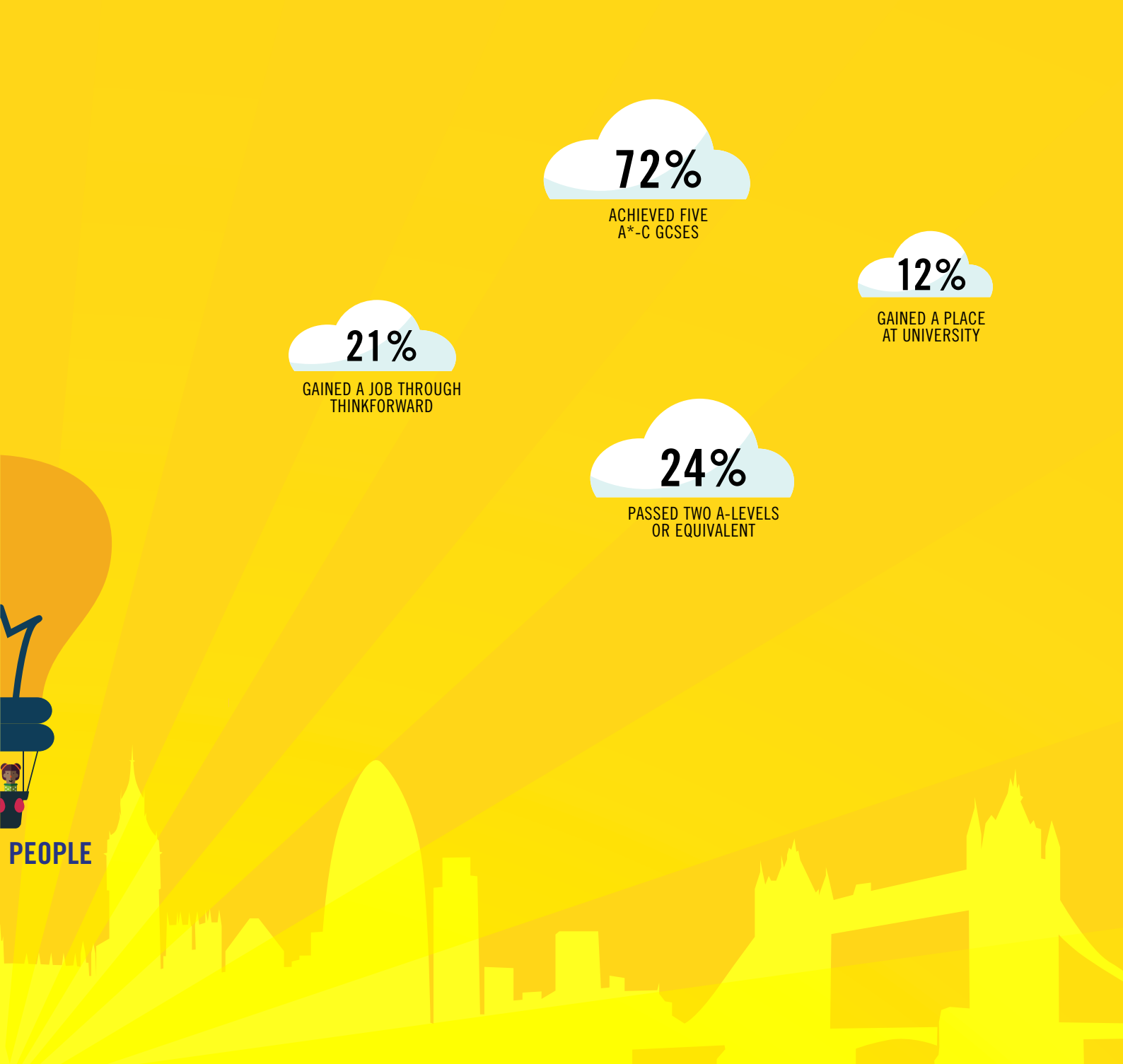
YOUNG

THE YOUNG PEOPLE THINKFORWARD

LIVING IN AREAS OF
HIGH DEPRIVATION,
WITH 50% ON FREE
SCHOOL MEALS

COME FROM
WORKLESS FAMILIES
WITH NO POSITIVE
ROLE MODELS





SUPPORTS FACE A RANGE OF CHALLENGES

50% PREDICTED
TO NOT ACHIEVE
FIVE A* - C GCSES
MAKING THEM
SEVEN TIMES MORE
LIKELY TO END UP
UNEMPLOYED

STRUGGLE WITH
MANAGING
BEHAVIOUR,
TRUANTING AND/OR
EXCLUDED FROM
SCHOOL

LIMITED AWARENESS
OF THE WORLD OF
WORK AND ROUTES
TO EMPLOYMENT



OUR ORGANISATION

ThinkForward's trustees and Advisory Board are made up of highly experienced professionals from backgrounds in business, education and the social sector. Their insight and guidance keeps us focused on our mission. Their dedication and commitment have helped us drive the impact we have had to date.

TRUSTEES

Charlie Green (Chair)
24Haymarket

David Vaughan
EY

Philippa Charles
Garfield Weston Foundation

Barbara Storch
Impetus-PEF

Matthew Grinnell
Credit Suisse

Tom Walker
CCMP

ADVISORY BOARD

Adam Islef
Nomura

Emily Sun
Independent Consultant

Louise Taylor
UBS

Sharon Deutsch-Nadir
Private Family Trust

Brenda Landers
Swanlea School

Jo Margrie
London Borough of Hackney

Matt Hammerstein
Barclays

Charles Thomson
aSource Global

Jo Zendel
ICG

Oliver Wright
Accenture

COMMITTEES

Breakthrough ideas come when great thinkers join forces. Our Business Engagement, Finance & Audit, Performance & Evaluation and Fundraising committees are comprised of talented individuals who bring their expertise time and networks to the table.

THINKFORWARD BECOMES INDEPENDENT

ThinkForward became fully independent from its founder Impetus-PEF on 1st January 2016. Incubated by Impetus-PEF for over four years, their investment approach helped us to refine the programme for greater impact and built the foundation and infrastructure for our growth.

Making a **successful transition** from education into employment

think-forward.org.uk
info@think-forward.org.uk



“Another big step forward has been our pioneering use of interventions like Social Impact Bonds... for example, the Social Impact Bond supporting ThinkForward. (Their) work...has reduced the NEET rate amongst some of the most at risk pupils, saving over £40,000 per pupil.”

DAVID CAMERON, PRIME MINISTER

OUR SUPPORTERS

ThinkForward relies on partnerships to be able to deliver long-term and intensive coaching. Our valuable community of supporters invest their money, time and expertise to make the programme possible.

STRATEGIC PARTNERS



DONORS

29th May 1961 Charitable Trust
Cinven*
Education Endowment Foundation
J Paul Getty Junior Charitable Trust

JPMorgan Chase Foundation*
Proskauer*
RR Donnelley*
The Credit Suisse EMEA Foundation*

The Monument Trust
The Nomura Charitable Trust*
UBS*
Various individual donors

Social Impact Bond
Commissioner: DWP
Investor: Big Society Capital
* Also Business Supporters

BUSINESS CHAMPIONS

Have committed to work with ThinkForward to employ young people as well as providing business engagement opportunities.



BUSINESS SUPPORTERS

Give their time and support to ThinkForward's young people through business engagement opportunities and professional expertise.

Accenture
Alexander Mann Solutions
Apax Partners
Apple Blossoms Nursery
Ashurst LLP
Axis
Benjamin Ball Associates
Boots
Brookfield Multiplex
Camden Council
Chigwell Construction

City and Guilds
Clifford Chance LLP
Constantinos Economou
CVC Capital Partners Ltd
Eden McCallum
Fitness First
Freshminds
G-Research
Hackney City Farm
ISS Facility Services UK
Janice Lam

Keepmoat
Kings College London
Kirkland and Ellis LLP
KKR & Co. L.P.
Marks and Spencer
Morgan Stanley
New Look
NHS Barts Health
Nicolas Fehlandt
Nomura
OC&C Strategy Consultants Limited

Prudential
PwC
Quintessentially
Sousou Partners
The Carlyle Group
The Mill
Tower Hamlet Homes
Travers Smith LLP
Warburg Pincus LLC
Weil, Gotshal & Manges LLP
West Ham United F.C.



GIVE FORWARD

Together we can transform the prospects of young people most at risk of dropping out. You and your organisation's support can help a little go a long way by giving...



MONEY

£250 provides a month of one-to-one coaching.

£100,000 covers the cost of delivering the programme at a school and provides a unique partnership for your business to build employee engagement and volunteering.

JOBS

ThinkForward Business Champions provide young people with apprenticeships and entry level jobs.

TIME

Volunteer as a business mentor and help prepare young people for their next step after school.

EXPERIENCE

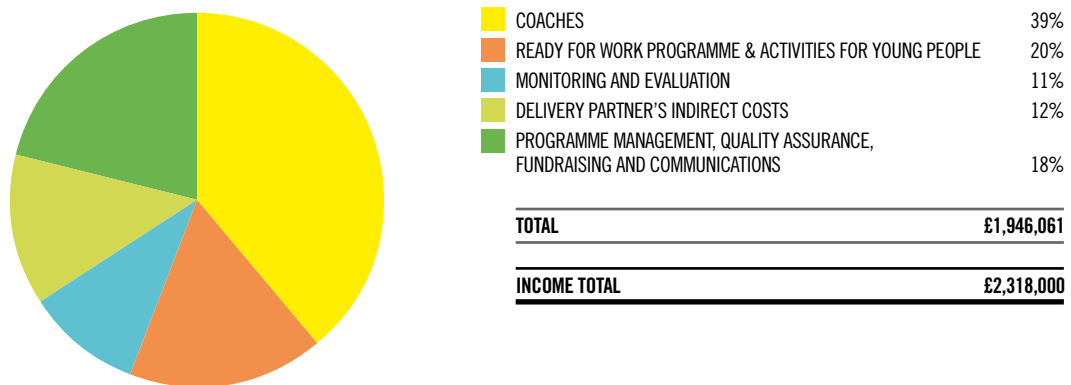
Take part in Ready for Work activities such as work experience placements, work insight days and skills workshops.

Share your professional expertise by getting involved in pro bono projects.

FINANCES

*For every young person who is NEET between the ages of 16 and 18, an average of **£56,000** is lost to the public purse over their lifetime. By intervening early from age 13, ThinkForward ensures that young people who are identified as being most at risk get the support they need to prevent them from becoming NEET in the first place.*

EXPENDITURE



In preparation for independence from our founder Impetus-PEF, we invested in the creation of a Fundraising and Communications team and strengthened our operations function.

In 2015 we rolled out our refined, higher impact programme design. We will progressively reduce Coach caseloads from 100 to 50 young people over the next three years, so that each young person receives greater support.

INCOME

ThinkForward's total philanthropic income in 2015 was **£2.318 million**.

As a newly independent charity we will be using what we didn't spend in 2015 to build our charitable reserves.

ThinkForward's Social Impact Bond also generated £857,000 in contract income.

Some of the income generated from the Social Impact Bond will be used to pay back investors in early 2016.

LOOKING FORWARD

We asked young people on the ThinkForward programme what they aspire to be when they leave school. This is what they said...

SOPHIE HARRIS
CHILDCARE WORKER

JOHIR AHMED
SURGEON

ADAM HUBBLE
CHEF

LOUIS MAHONEY
PLUMBER

KYRA DYERSON
SOCIAL WORKER

MONIKA NECEL
TEACHER

RHIANNON HARRIS
MIDWIFE

DANIELLE GREGSON
POLICE HORSE OFFICER

SAIFUR RAHMAN
ENGINEER

We need your help to ensure more disengaged young people develop the confidence and Ready for Work skills they need to thrive in employment.

To put yourself or your organisation forward please contact **Kevin** at info@thinkforward.org.uk

“At J.P. Morgan, we have a commitment to helping young people to acquire the knowledge, skills and expertise necessary to access employment and build their careers. That is why we are proud to support the WorkForward pilot, which is linking at-risk young people with relevant jobs and opportunities in East London, helping them to find and sustain full-time employment.”

HANG HO, HEAD OF EUROPE, MIDDLE EAST AND AFRICA,
J.P. MORGAN

ThinkForward

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



ThinkForward was founded by Impetus-PEF in 2010 and is delivered in partnership with Tomorrow's People.