



ANNUAL REVIEW 2018/19
BETTER AND
BRIGHTER FUTURES

‘I wouldn’t change anything about my time with ThinkForward because it’s made me who I am today. Joining the programme opened my eyes and made me aware of my capabilities. It’s probably the best decision I’ve made because ThinkForward helped me more than I could ever imagine and now I feel ready for the next stage of my life.’

– Yasin, Alumni, London

A YEAR IN REVIEW

Our annual review for 2018/19 coincides nicely with Ashley's first year as CEO. There are so many highlights it's difficult to pick out a favourite.



We want every young person to have a better and brighter future and to make the most of every available opportunity afforded to them. Many of our young people face complex challenges and may not have the support they need to succeed. Through our ThinkForward and DFN-MoveForward programmes we aim to empower young people who may be facing significant risk of unemployment to develop their skills, gain new experiences and access opportunities.

Statistically, we know that people with a learning disability are far less likely to be in paid employment than the general population. We are passionate about changing this through our new programme, DFN-MoveForward, which aims to support young people with Special Educational Needs (SEN) into sustained, paid employment. We have successfully secured all the funding for this programme for five years through a social impact bond (SIB). The government's Life Chances Fund and The DFN Charitable Foundation are commissioners and Big Issue Invest are providing the social investment. Early signs indicate that this programme will exceed expectations in terms of job outcomes for participants.

The starting points of our ThinkForward young people make the outcomes of our London and Nottingham July 2019 graduates even more remarkable. 8 out of 10 were in education, training or employment three months after completing the programme. This is a huge achievement and a credit to the hard work of our coaches and of course the young people themselves.

Our five-year coaching programme from the age of 13 aims to help our young people to overcome barriers, experience the world of work and plan for their future. We will continue to track our graduates over the next 12 months to monitor their progress and well-being.

ThinkForward's current strategy is coming to an end in August 2020, and we are preparing to embark on a new five-year plan. As we move into the next phase of our development, we would like to express our deep gratitude to the ThinkForward community: schools, funders, parents, donors, staff and the many businesses and individuals who support us. The outcomes of our 2019 graduates shows that together we can achieve amazing things.

How we describe our young people is important to ThinkForward. As part of our youth participation strategy we will be working with them on our use of language, and how we can better explain their needs and the external challenges they face. We hope you will see the results of this work in our next annual review.

Finally, we would like to thank our young people. Thank you for entrusting ThinkForward to be part of your lives.

Ashley McCaul, CEO
Charlie Green, Chair



**Connor, 16
Kent**

'This has been my biggest year on ThinkForward. Being older and with the skills I've developed I could focus fully on being an ambassador. Over the last year ThinkForward's ambassadors have been part of the decision-making process, helping to provide feedback. It's great that we're involved because the programme is about us. I've also represented the voice of young people at various events. The standout for me was meeting the Permanent Secretary of the DWP on his visit to ThinkForward. It was nerve-wracking being in a room full of professional adults, but I was honoured to reflect my knowledge of ThinkForward and represent the programme.'

THE CLASS OF 2019 OUTCOMES

8 out of 10 young people in London and Nottingham who graduated from ThinkForward in July 2019 have successfully moved into work, education or training.

83%
ARE IN EDUCATION
EMPLOYMENT OR
TRAINING

Before joining ThinkForward, factors including low family income, struggles with attendance and behaviour, and lack of opportunity and aspiration, meant the odds were these young people would leave school and become NEET (not in employment, education or training). 57% received Pupil Premium and 43% were SEN.

132 young people graduated. In London, where young people have been on the programme for the full five years, outcomes were strong, with 85% of known young people entering the workplace or going into training or education. In Nottingham, ranked bottom (150th out of 150) in the latest Youth Opportunity Index, the figure was 76%. Students here were only on the programme for three years, following our start up in the city in 2016.

Why do successful outcomes matter? A report by Impetus¹ shows that if a young person is NEET for more than three months, they are likely to stay NEET for a year or more. This is a huge waste of young people's talents and can cause lifelong damage to their job prospects, earnings and even health.

By preventing young people starting their adult lives out of work, statistically we reduce the likelihood of them being unemployed in the future, with all the negative impacts that would have on their life chances.

Set against a backdrop of 800,000² NEET young people in the UK, our successful outcomes remind us why ThinkForward's transformative coaching and employability programme remains as relevant as ever.

¹ The Long-term NEET Population, September 2019
² ONS, November 2019



Davonne, 19
London

'ThinkForward is important because it gives opportunities to young people who are not doing well in school, not engaging or on the verge of being kicked out. They give people like me a new way of thinking and an exposure to places they've never been before. The foundation of ThinkForward is building relationships and support because that leads to everything else. By getting someone's trust you win them over and from there you can change their life.'

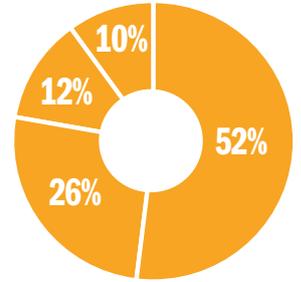


Hayleigh, 18
Nottingham

'My coach helped me to look for an apprenticeship by researching different nurseries and seeing if they had apprenticeships, and she would prepare me for job interviews. I'd never worked in a private nursery until Donna helped me get the apprenticeship, but as soon as I started, I knew that I wanted to own my own nursery in the future. My coach has given me the confidence to want to do that.'

38%

ARE IN EDUCATION



FOR THOSE IN EDUCATION
52% went to FE college
26% went to university
12% went to sixth form college
10% went to a training provider

10%

ARE IN BOTH WORK
& EDUCATION

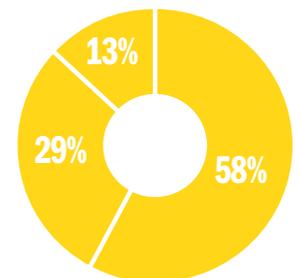
54%

ARE IN WORK

17%

ARE NEET

All figures are based on known outcomes of 111 young people out of 132 graduated young people, rounded to the nearest whole number.



FOR THOSE IN WORK
58% are working full-time
29% are in apprenticeships
13% other employment

OUTCOMES

Our coaches inspired 1,122 young people to embrace change and take positive steps to secure a better and brighter future. We provided opportunities that broadened their horizons and supported them to make – and reach – their career goals.

ThinkForward		MoveForward
957	YOUNG PEOPLE ON THE PROGRAMME	165
6,534	1-2-1 COACHING SESSIONS DELIVERED	426
3,762	GROUP COACHING SESSIONS DELIVERED	337
3,749	PARENTAL ENGAGEMENTS	290
427	READY FOR WORK ACTIVITIES	88

All the activity and demographic data relates to 1st September 2018 to 31st August 2019.



Charlene
Senior programme advisor

'ThinkForward is a carefully thought out programme. Every contact a young person has with us contributes to them becoming ready for the world of work. The coach's role focuses on one goal: equipping young people with the mindset, skills and experiences they need to thrive in a job. Whether that's through one-to-one sessions identifying an area for growth, social action projects tackling local issues, conversations with parents around options, or events with employers providing insights into different industries – this intensive support helps young people identify and build on their strengths, grow in confidence and make wise decisions around their future.'

‘If young people are excluded, they miss out on learning. That makes it even more difficult to settle back, making it more likely they’ll be excluded again. ThinkForward prevents young people from entering that destructive cycle by supporting them to improve their behaviour so they don’t get excluded in the first place.’

Jill Baker, Executive Principal,
George Green’s School, London

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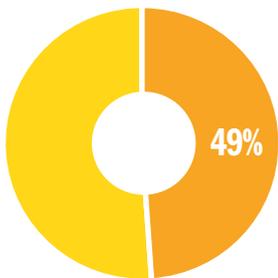
**MORE DAYS
ATTENDED AT
SCHOOL BY STUDENTS
ACROSS TWO YEAR
GROUPS**

89%

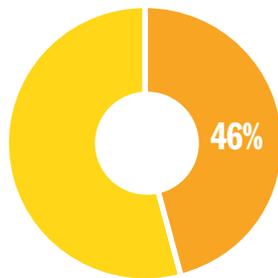
**OF YOUNG PEOPLE
EITHER REDUCED
THEIR EXCLUSIONS
OR MAINTAINED NO
EXCLUSIONS**

80%

**OF YOUNG PEOPLE
IMPROVED THEIR
BEHAVIOUR**



**RECEIVE
PUPIL PREMIUM**



**HAVE
SPECIAL EDUCATIONAL NEEDS**

The above figures relate to year-on-year improvements for ThinkForward students between the summer term of Y9 and Y10 and the summer term of Y10 and Y11. Sample size: attendance - 341 students, exclusions 203 students, behaviour - 181 students.



Aaron, 17
Kent

‘I was struggling with my attendance because in Year 7 my anxiety was quite high, which caused the mental health issues that I had. That happened throughout the years then my mental health got worse until Year 11 when I would say it started to calm down a bit. I wasn’t getting enough education, I was falling behind so that made it worse. When I joined ThinkForward my coach asked why my attendance was bad and I told him. He’s supported with ways of dealing with stress. Without him things probably would have got worse. In all honesty, I probably would have stopped coming to school.’

HIGHLIGHTS LONDON

Young people and coaches were rewarded with a fantastic set of outcomes for our graduating cohort in July.

100%

OF PARENTS IN LONDON FEEL MORE POSITIVE ABOUT THEIR CHILD'S FUTURE

The amazing news is that three months after graduating, 85% of our young people in London were in education, employment or training.

We place a big emphasis on working closely with our post-16 students. A community coach worked with young people across various schools, colleges and employers, ensuring they remained supported and focused. Coaches also enabled young people to do work experience and successfully encouraged many of them to find part-time jobs to help instil a positive work ethic.

Following a successful pilot of business mentoring for post-16s last year, we continued to provide this opportunity. Young people were able to receive invaluable access to a mentor for specific support to apply for jobs, college or university places, polish their CVs and practice their interview skills. Thank you to our mentors at State Street and Citi for hosting these sessions.

We know that **63% of our graduated young people in London were in receipt of Pupil Premium, 48% had Special Educational Needs** and that many of them faced other challenges with behaviour, relationships, exclusion or low attendance. A combination of all our initiatives alongside the regular coaching relationship

helped us to secure positive outcomes for these young people. For those who are not yet working, we will continue to support them to find a job or other sustainable opportunity.

At ThinkForward we support our young people to become active citizens and grow and develop a range of work and life skills. One fantastic example is the collaboration between students at Swanlea School, Volunteering Matters and State Street to produce a podcast on mental health. You can listen to it on our [website](#). Students were also supported to do their UK Youth Achievement Awards.

We are thrilled to be the first UK organisation to partner with Best Buddies International, a charity which aims to combat the isolation felt by many people with learning disabilities. We launched a pilot with students from our DFN-MoveForward school Samuel Rhodes and City of London Academy Highbury Grove. Through the new partnership, we will seek to build friendships, promote inclusion and understanding, and run a joint social action project. This is sure to be one of the highlights to report back on next year!



**Cuba, 18
London**

'My coach taught me that not every issue is an issue, sometimes it's just a bump in the road. I learnt to solve problems step by step. Through the work I've done with my coach I've articulated the goals that I want and how I'm going to get there. I want to be a midwife and right now I'm stepping up the ladder to become that. I'm going into a traineeship to become a clinical nurse which is so exciting. I'm much more resilient. I feel like I can face anything that's going to hit me. Now I feel like my future is very bright. I feel like I'm going to achieve a lot.'



HIGHLIGHTS KENT

100%
OF YOUNG PEOPLE
FEEL MORE
POSITIVE ABOUT
THEIR FUTURE

The last year has seen a more embedded ThinkForward programme in Kent as we completed our second full year of delivering the programme in schools across the county.

It's been inspiring to see coaches becoming part of the fabric of their host school communities. A highlight was how coaches embraced National Careers Week. **We ran activities in schools to help them deliver on their Gatsby 8 commitments** and provided young people with exposures to the world of work through our network of local business partners.

The business mentoring programme is a key part of our offer, giving young people the opportunity to get advice and inspiration from someone who can draw on their own experiences of the workplace. We are very fortunate to have amazing mentors from Cook, UCA, the University of Kent, Deloitte and 17 Capital.

We are also grateful to the Kent Community Foundation for bringing together a consortium of funders. Their support enabled us to expand into the county, and introduced us to other partners.

We were delighted to enrol our first ambassadors. A highlight was the residential, where ambassadors from London and Kent came up with ideas on how to make their voice heard more effectively across the organisation. They also enjoyed activities and personal development sessions.

In Kent, some of the areas where our young people go to school are ranked as amongst the most deprived in England³ with their life chances limited by low income, lack of qualifications and skills, and poor health. More than half of our young people receive Pupil Premium.

We believe that no young person should be denied the chance to succeed because of the challenging circumstances they live in. As we enter our third operating year in Kent, coaches will continue to ensure our young people have the support and opportunities they need to overcome barriers to a bright future.

In 2020 our first group of young people will graduate, after three years. While they haven't had the benefit of the full five-year programme, we know from our Nottingham colleagues that coaches can have a significant impact on the outcomes of young people in that time and **we are working hard to ensure our Kent cohort graduate in July, fully equipped for their future.**

³ The English Indices of Deprivation 2019



**Lucy, Coach
Kent**

'My role as a coach is to provide support to a young person to help them successfully move from school into the workplace. Part of that is one-to-one and group coaching sessions and I do a lot of work with home as well to help goals come to fruition. Working as a ThinkForward coach in a school is not just about working with the young person in front of me. It's a real opportunity to support the school and the community on a wider level.'



HIGHLIGHTS

NOTTINGHAM

Highlights include celebrating the achievements of our first graduates and starring on TV, but every day sees the team show incredible commitment to our young people in the city.

100%
OF YOUNG PEOPLE
SAY THINKFORWARD
IS MAKING A
POSITIVE DIFFERENCE
TO THEIR LIVES

Our first group of graduates left us in July after three years on the programme. Three months on, 76% were working, in education or training.

We know from the data that we're helping to transform the life chances of these young people. Nearly two thirds were in receipt of Pupil Premium – a recognised risk factor for low attainment and becoming NEET.

Behind the numbers, we really appreciate the positive feedback from schools, parents and young people telling us that the long-term support from our coaches is making a real difference.

In July we said goodbye at a graduation event at the Hilton Hotel, one of our business partners. This was well attended by young people and parents/carers and gave us a lovely opportunity to showcase their achievements and wish them well for the next stage of their lives.

In autumn 2017, the education correspondent at ITV News Central began a filming project with Morgan at Ellis Guilford, and her coach Daljit. He followed the ups and downs of Morgan's journey towards her GCSEs, and how Daljit supported her to prepare for her exams and make the best choices for the next stage of her education.

We were all delighted that Morgan got six GCSEs and secured the college place of her choice to study acting. A total of five reports were broadcast, beaming the fantastic work of ThinkForward into living rooms across the East Midlands.

Our business mentoring programme continued to provide young people with invaluable opportunities, with both KPMG and SDL working with two schools each. Other notable business partners are MOD Pizza, NHS & HMRC (two of Nottingham's biggest employers). The law firm Fraser Brown hosted a visit with Ellis Guilford students and local MP Alex Norris, who wanted to see for himself how ThinkForward's ready for work activities support young people to get ready for life after school.

Looking ahead, our ambassadors will be developing a social action project, funded by the National Lottery Community Fund, and we will be building on the amazing results of our first graduates to support our next cohort in their final year.



Javontay, 15
Nottingham

'I was being rude to the teachers, refusing to go to lessons, sometimes I'd be fighting with my friends and I'd get told off. I was bored in school and it brought me entertainment. I was told I was on my last chance and if I got excluded again, I'd have to go to another school. At the time I wasn't bothered by that. It was then that I was chosen to join ThinkForward. Being on ThinkForward, things are much better. My relationship with my coach is unique, she respects me and I can talk to her. If I hadn't joined ThinkForward I wouldn't be here at school.'



HIGHLIGHTS

DFN-MOVEFORWARD

HOW SCHOOL LEADS
RATE THINKFORWARD
AS AN ORGANISATION
THAT SUPPORTS
YOUNG PEOPLE



The team have worked with an incredible array of partners who have supported our work and provided some meaningful opportunities for our young people.

A true highlight is the 37 young people who moved onto a supported internship in September 2019.

In London, DFN-Project SEARCH at Moorfield's Eye Hospital recruited 11 DFN-MoveForward young people in September 2018. Ten graduated in July 2019 and four moved into full-time paid employment at the hospital. A further six young people have started paid work elsewhere.

In the West Midlands, 18 young people were recruited to supported internship programmes in September 2019 with six employers including the Royal Shakespeare Company, Cadent Gas and National Grid, while in Medway a further nine young people successfully applied to join a supported internship programme.

Progression coaches do lots of work with the young people and their families to ensure they understand what a supported internship is and that the aim after graduation is full-time paid employment. Group work sessions develop transferable skills and workplace visits are organised to familiarise young people with different environments.

DFN-MoveForward refined ThinkForward's business mentoring programme for young people with additional needs and launched a pilot with EY to test its effectiveness. We delivered 'Celebrating Diversity' training for mentors and ran four mentoring sessions which led to 11 young people gaining a BTEC WorkSkills qualification. Mentoring is now being extended to other DFN-MoveForward regions.

Part of our role is challenging the perceptions of employers to open up work experience opportunities, but in Medway we secured nine group work placement sessions with Kent Life and the Royal British Legion Industries, enabling our young people to build confidence and gain essential experience.

In Islington there was a focus on developing independent living skills. We did this through our ongoing partnership with the Kids Cookery School and a floating residential with the Angel Community Canal Boat Trust which six young people enjoyed.

As DFN-MoveForward moves into its third full year, we are prioritising and development of our inclusive apprenticeships pathway from the programme. We also want to work with our existing employer partners to convert them from businesses that offer workplace exposures to those that create supported employment opportunities.



Sam, 18
Stratford-upon-Avon

'I was invited to take part in MoveForward because they help young people like me to get more confident in the skills they need to move into work. When I applied to do a supported internship at the Royal Shakespeare Company, MoveForward helped me to prepare for this. They took me to all sorts of different places I never knew about and taught me how to do things I never dreamed of doing, like talking in the office and being able to ask for help. I feel grown-up and working with my coach has helped me to believe in myself. My goal is to carry on working after my internship finishes. I like the programme because it's changing my life in the best way possible.'

THINKFORWARD OPERATIONS

FOR EVERY £1
A SCHOOL SPENDS
ON THINKFORWARD
THEY UNLOCK
A FURTHER
£5 OF INVESTMENT
FROM US.



Programme update

In 2018/19 we improved our focus on impact across the organisation. We invested in the development of our database and appointed a Head of Impact to lead on embedding a more impact-led approach.

We now have a deeper understanding of the young people with whom we work and continue to ensure they all experience a high-quality and consistent programme promise.

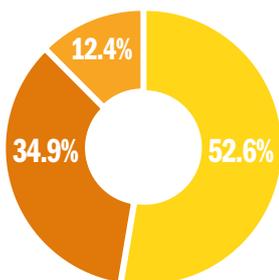
Our coaches, senior staff and trustees now regularly review impact data as well as making better use of data to inform our organisational decision-making.

In 2018/19 there has been a particular focus on better school relationship management and formalising partnerships with further education providers. We understand the critical nature of securing these relationships to underpin successful outcomes for our young people.

We continue to add to the number of employers with whom we partner, and we have joined relevant local networks to expand working across our regions. We have skilled staff who deliver accredited coaching training in-house which ensures high-quality and consistent delivery of coaching across our programmes.

Matt Archer

Director of programmes



Income Summary	Y/E 31/08/19
Donated Income	£1,273,337
Contract income	£844,974
Schools Income	£300,750
Total	£2,419,061



Financial review

Our primary financial aim for this year was to deliver a budget surplus to demonstrate that, in line with our 2018/20 strategic aims, we have increased our financial sustainability and resilience. We are delighted to report that we've achieved this goal, significantly increasing our income compared to previous financial periods. This was accomplished through our fundraising team's efforts, supported by strong leadership from the executive team.

Our income of £2.4 million is made up predominantly of grants and donated income from a mix of funders including individuals, corporates and charitable trusts. We increased our earned income in 2018-19 principally through securing funding for our ambitious outcomes-based payment contract DFN-MoveForward, which is backed by a SIB. This forms a key part of our income diversification and sustainability strategy and secures five years of funding for this project.

In the year to August 2019 we delivered a surplus of just under £50k, with expenditure totalling £2.35 million. Nearly 80% of our costs are for staff which ensures we deliver a quality programme - we have invested in roles to oversee programme evaluation and impact, instilling a culture of continuous improvement across the organisation. Our operations and support costs account for just over 21% of expenditure, reduced from 25% in 2018.

Our free reserves of £775,687 meet our reserves target of three to five months of expenditure.

Working across 25 schools we supported 1,122 young people in 2018/19. Over the last three years we have had an average of 950 young people on the programme at any one time, which gives an average annual cost per person place of £2,494.

Vicki Wright

Chief operating officer

THINKFORWARD FUNDRAISING

'WE LOVE SUPPORTING THINKFORWARD. THEIR WORK ALIGNS CLOSELY WITH OUR VALUES OF PROMOTING SOCIAL EQUALITY, AND WE TRUST THEM TO DELIVER LIFE-CHANGING IMPACT FOR YOUNG PEOPLE.'

- MYRIAM VANDER ELST, EPIC FOUNDATION



For every £1 we spent on fundraising costs we raised £5.13 in income, an impressive return on investment.

In 2018/19 we established partnerships with a range of new funders. We are particularly proud of having secured multi-year funding from the National Lottery Community Fund towards our work in Nottingham and the Mayor's Fund's Young Londoners Fund towards our work in the capital. Both grants are funding our youth participation programme and enabling young people to participate in ready for work and youth social action activities, building their employability skills.

Trusts and foundations remain our largest source of income. We wouldn't be able to do our work without the ongoing support of funders such as Kent Community Foundation, Garfield Weston Foundation, Impetus, the Dulverton Trust and BBC Children in Need. In the year we also started partnerships with the Pears Foundation, Charles Hayward Foundation and the Paul Hamlyn Foundation.

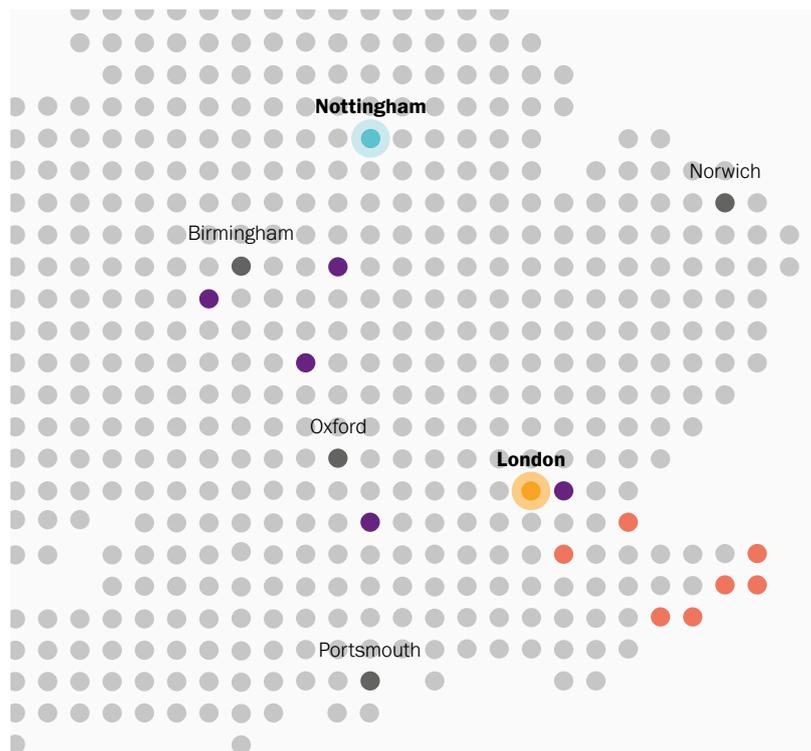
Our corporate partners provide not only vital funding, but also essential engagement and workplace exposures for the young people we support. Funding partners such as ICG, KPMG, Credit Suisse, Bank of America, Ardian, State Street and Proskauer have continued to inspire young people through business mentoring, work insights and career talks. These activities also provide staff with rewarding volunteering opportunities and the chance to make a direct impact on the lives of our young people.

Our partnership with Epic Foundation has continued to grow. In the year, Epic secured partnerships with the bank, C Hoare & Co and restaurant group Big Mamma for ThinkForward. Diners at Big Mamma's two London restaurants are invited to pay an optional £1 on their bill, raising more than £120,000 so far. Through insight days and other opportunities, we hope this partnership will have a multifaceted impact on young people.

We've also explored other new ways of fundraising, such as participating in the Big Give's Christmas Challenge and offering places in challenge events. These initiatives have enabled a broader range of donors to support ThinkForward.

Steina Adolfsdottir
Head of fundraising

Schools and colleges where we work



London

- City of London Academy Islington
- Swanlea School
- London East Alternative Provision (LEAP)
- George Green's School
- City of London Academy Highbury Grove
- Samuel Rhodes School
- City and Islington College

Nottingham

- Nottingham University Samworth Academy
- The Bulwell Academy
- Bluecoat Beechdale Academy
- Ellis Guilford School
- Nottingham Academy Ransom Road Campus
- Nottingham Academy Greenwood Campus

Kent

- Folkestone Academy
- Marsh Academy
- Strood Academy
- Hartsdown Academy
- New Line Learning Academy
- Bradfields Academy, Chatham
- MidKent College

The West Midlands

- Woodlands School, Coleshill
- The Westminster School, Rowley Regis
- Welcombe Hills School, Stratford-upon-Avon

Key

- MoveForward

THINKFORWARD HIGHLIGHTS



At ThinkForward one of our key organisational aims is to develop the role of our young people in the design and direction of our programme.

Youth participation

We've reached an exciting stage in the development of our youth participation strategy, as we get ready to launch our youth board. Being a youth board member will enable young people to become influencers in their ThinkForward communities, and work alongside the adult board to implement change.

The youth board will lead on several priorities, which were identified from a survey of our young people. The questions were designed by young people to learn about the opinions and experiences of their peers on the programme, and we were delighted to get nearly 400 responses.

One focus of the youth board will be to ensure that more young people participate in our ready for work activities within the programme. They'll support us to better promote these events through use of digital platforms and self-registration.

Another aim will be to provide even better support to young people to enable them to get a job. This will include developing information to map the labour market in each region to highlight the availability of local jobs, allowing young people to really understand their career options and the role of their coach in guiding them.

In 2020 we will also continue to provide peer leadership roles through our national ambassador programme, deliver local social action projects, conduct regular peer research and celebrate young people's participation through positive storytelling.

There will also be an emphasis on increasing the membership of our alumni network. This creates opportunities for young people who have graduated to give back, by sharing their journey and experience with the next ThinkForward generation.

To support us to deliver on these key goals we were delighted to secure funding from the Jack Petchey Foundation to appoint a programme communications intern for one year. This role is also providing a young person with a fantastic opportunity to take their first steps in the youth charity sector.

Awards

ThinkForward won two prestigious charity awards that acknowledged our work and our fantastic partnerships with businesses, who support us by hosting vital employability activities that equip young people to get ready for the workplace.

In September 2018 ThinkForward and asset management firm ICG won a Lord Mayor's Dragon Award. The long-running partnership was celebrated for its work with young people at the London East Alternative Provision school (LEAP) in Tower Hamlets, east London.

In March 2019 ThinkForward won the England category at the National Mentoring Awards. This recognised all our amazing business partners in London, Nottingham and Kent and the volunteers who give up their time to mentor our young people, as well as the design and delivery of the mentoring programme across all our regions.

We were also delighted to come highly commended in UK Youth's Youth Organisation of the Year awards.



Billy, 17
Kent

'I think business mentoring is something everyone needs because it helps all your communication skills, helps you with your career pathway and working out where you want to go, and it's really good to have social interactions with people you don't know. I learned things that I can tell my own children one day and I can help my friends if they're struggling to write their CVs because I can do it now. My message to my mentor would be thank you for putting your time and effort into sitting with all of us and helping us out. It's definitely going to help me in the future.'

LOOKING AHEAD

In the coming year we will be working on a new five-year strategy for 2020 and beyond. We are excited to explore the possibilities for increasing the number of young people we support and develop the evidence base for the value and impact of our programmes.

We are preparing to launch an intensive strategic review of the organisation. The process will be a root and branch review of what we do in support of developing our new 5-year strategy which we will launch in September 2020. The review will include fully exploring key strategic questions such as:

- Is our mission still valid?
- How do we articulate a roadmap to external impact/evaluation?
- Do we need to review our programme design considering the outcomes of our first five-year graduating cohort on ThinkForward?
- How do we identify growth/scale potential across all programmes?
- How can we explore future sources of funding and test out all aspects of sustainability?
- In a dynamic policy environment, how do we ensure we are best-placed to take advantage of future opportunities and manage potential risks?

Continuing pressure on school funding and ongoing changes in priorities in the education sector mean we must work harder than ever to articulate the full value of our intensive and unique approach to supporting young people in school with the greatest need.

Alongside our exciting future strategy work, we will ensure we meet our current strategy and deliver on our previously stated aims.

Key plans include:

- Continuing to scale up our impact work through improving the range and consistency of outcomes data, interrogating what the data is telling us about what is most effective and impactful in our approach, and developing external benchmarks against which to measure our performance.
- Integrating the work of our business partnerships managers and the fundraising team to maximise the value of our employer partnerships to both ThinkForward and employers.
- Focussing on staff engagement with the roll out of a staff engagement platform and monthly staff surveys. We aim to ensure our values, culture and the experiences of staff day-to-day are aligned, and strive to be a great place to work.
- Continuing to identify and secure new funders, especially in the statutory funding space.

At the heart of our new strategy will be an ongoing commitment to provide the best possible support for young people who face challenges on their journey to adulthood, employment and independence. We look forward to sharing it with you in next year's report.

You can find our accounts on the Charity Commission [website](#). We are registered as a charity in England and Wales and our charity number is 1152862.

'I THINK EVERY SCHOOL HAS YOUNG PEOPLE THEY WORRY ABOUT. HAVING THINKFORWARD IN MY SCHOOL HELPS ME SLEEP AT NIGHT.'

JILL BAKER – EXECUTIVE PRINCIPAL,
GEORGE GREEN'S SCHOOL, LONDON

To watch the videos of the people in our Annual Review please visit www.thinkforward.org.uk/cs

Please keep in touch with our work at www.thinkforward.org.uk and on Twitter [@ThinkForwardUK](https://twitter.com/ThinkForwardUK)

2020 2021 2022 2023 2024 2025 AND BEYOND...

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ThinkForward relies on partnerships to transform life chances for young people facing barriers to opportunities. The positive impact we have would not be possible without our funders, volunteering partners and supporters.

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