

**Impact Report  
2017/18**

**Change your thinking  
Change your world**



**grit**

## Our year at a glance



In 2017-18, we worked with **2.5 times** the number of young people we worked with in 2016-17



The value of our partnership programmes with universities grew by **148%** compared to the previous year



322 student Grit participants at one university, improved course engagement by **12%** more than their peers, identified using learning analytic data

## Chief Executive's comments on the year



Retention in our Youth Congress London Community Transformation Programme was **100%** and **all** young people reported increased confidence



**94%** young people in our school-based programmes reported being better able to set, review and achieve goals



We indirectly impacted **13,750** young people by training youth professionals in our approach

In a world in turmoil wherever I look, it is a matter of considerable pride to me, as Chief Executive, to be able to say that this has been one of Grit's finest years. This annual report embraces all of the organisation's progress and success over the past twelve months.

We have enjoyed growth and positive development at every level, experiencing client satisfaction – accolades, no less – from everyone and everywhere we have worked in the United Kingdom.

Our gratitude goes to (Professor) Michael Wolff, Grit Trustee and leading thought-leader on branding, for the charity's name change and transition to its new branding with the logo and associated marketing materials.

As we enter into the final year of our 3-year strategy, I'm pleased to see the business plan bearing fruit, particularly shown in the significant growth of our University programmes. We're also beginning the delivery of our boldest Community Programme for many years in East London.

This exciting 3-year project will see us mobilising 1,000 aspirational adults to support 500 young people in its first year, working collaboratively with cross-sector partners spanning further education, the

corporate world, as well as youth and community services and organisations.

I have enjoyed working with our esteemed Advisory Board and Board of Trustees this year. All members are volunteers and I cannot thank them enough for their valuable insights and hard work. We have welcomed the recent addition of two new supporters to the Advisory Board: Amira Mansour, a former volunteer coach, and Adrian Simms, who was a previous participant on our 2015/16 Hackney Choices programme.

A personal thank you from me to James Clement Smith, Managing Director of Prevista Ltd, who has provided us with expertise and financial support. And to Eugene Jilg, for his generous donations.

Sincere gratitude must go to the Julia & Hans Rausing Trust for their incredible generosity and continued support of our work with young people.

Finally, I would like to take this opportunity to thank Chairman and founder, Tony Morgan, along with his wife and personal assistant, Val. Both have tirelessly supported us and in particular me, since the very beginning. Their passion continues to enable the charity's work since founding it 26 years ago, with Trustee Ben Rose.



A handwritten signature in black ink that reads "Neil Wragg".

Neil Wragg  
Chief Executive Officer

November 2018



## 2017-18 performance against targets



We worked with 1,756 university students during 2017-18.

### 1. Delivery Relaunching our Community Transformation Programme

We continued to re-establish our community residential programmes in 2017-18. We worked in partnership with with:

Prevista Ltd to deliver Youth Congress, a pan-London, community programme, an intensive 9-month programme including a 6-day residential workshop.

Newhaven Foyer, to deliver a 9-month programme supporting young people experiencing homelessness.

Southend-on-Sea Borough council, delivering a 6-month programme working to shift the mind-sets of young people on the edge of the care system and the professionals surrounding them.

These programmes were funded by a combination of individual donors, client contributions and trust fund grants, totalling £345,000.

“The training really opened up doors for me with [what] I want in my life and it is now up to me to enter through those doors and be successful for myself.”  
Young person on the Youth Congress, London community programme.

### Focusing our remaining delivery on our highest growing markets: universities and professionals

In 2017-18, we worked with 2,095 young people in universities and schools (1,756 university students and 339 school pupils), and 301 staff and volunteers supporting those young people.

Our university programmes are usually targeted at first year students from non-traditional backgrounds: they may be the first in family to attend university or may be vulnerable to dropping out due to a number of risk factors.

Our personal development programme with these students and the staff that surround them, is designed to increase engagement with university – academically and socially – by raising self-esteem, creating belonging, disrupting limiting mind sets and increasing emotional resilience.

Delivery this year has included large-scale programmes at Nottingham Trent, Kingston, Northampton and Glasgow Caledonian Universities, as well as smaller-scale programmes at Leeds Trinity, Canterbury Christ Church, Brunel, Westminster and SOAS Universities.

We worked with 249 professionals on programmes designed for professionals only. We created a wider impact on 6,225 young people by transforming the practice of the professionals that serve them.

Our most significant piece of work with professionals was the continued delivery of an extensive programme of staff development with Wandsworth Borough Council’s Children’s Services Department.

“I had no prior expectations but it was an enjoyable and insightful experience. A training like no other! It was great to be relieved of PowerPoint and it made it somehow more meaningful.”  
Staff member from Wandsworth Children’s Services.

Other programmes have included a second year of delivery of a programme of coaching for over 100 year nine and ten pupils in schools in Northamptonshire and London, funded by the Careers and Enterprise Company.

## 2. Business Development

The value of our universities programmes has continued to grow during 2017-18, with a 148% increase from 2016-17 and value of £521,000. This area exhibits a growth trend from year to year which we intend to continue capitalising on in the coming year.

Our professionals area value was £56,000, declining 14% from 2016-17. This area is not showing the growth we initially predicted, due partly to continued cuts of local authority funding. We remain committed to creating a breadth of impact on practice by finding the right opportunity to develop the work with professionals.

The value of funding through bids, corporates and individual giving was £639,000, 51% of the year's income, compared with 72% in 2016-17. This demonstrates the strategic development of the sales approach enabling an annual organisational income growth of 130%.

## 3. People

Two members of staff left and we employed four new staff – two new Operations Managers in our sales areas, a new Volunteer Lead and an Enrolment Co-ordinator, focussed on our university programme. We continue to hone our performance management system to support the development and growth of

our staff team.

We are very grateful to the Julia & Hans Rausing Trust for funding which enabled us to invest into our training team. We have developed the 18 contractors who make up our training team, bringing in a quarterly meeting for trainers and staff to ensure alignment between the two teams. We also ran two university-focused 'train the trainer' programmes and began a curriculum development group now meeting every two months.

We have two staff members now specialising in enrolment and are building teams of youth coaches in our community and university programmes.

## 4. Marketing

We changed our organisational name to Grit: breakthrough programmes (known day to day as 'Grit') in September 2017, with an associated change of branding, website and marketing materials. The change has been positively received, with clients readily using the brand to market the programme.

"It is rare when an organisation changes its name that it 'works' – but this really does!!"  
David Sales, First Ascent.

We have begun to create a marketing strategy which prioritises relationships, as well as finding new ways to articulate

our unique selling point. To this end, an animated and a volunteer film were made, plus an audio enrolment for university students. All can be viewed on YouTube here: <https://www.youtube.com/user/YouthatRiskUK>

We will continue to develop the marketing strategy in the coming year.

## 5. Systems

We have created an impact working group and are seeking funds to implement a more flexible, digital evaluation system. We have also commissioned an impact and evaluation review of our professionals programmes.

We worked with Nottingham Trent University on large-scale evaluation of the student programme delivered and are developing an approach with Portsmouth university for an external evaluation of our community programme.

We have a robust risk management system and a policy update system on all key areas, which included a thorough compliance audit in preparation for the new GDPR legislation.

## 6. Finance

We are pleased to have completed 2017-18 with £1,283,300 total income, producing a surplus of £12,000 which has been invested into our reserves.



Photo from our Youth Congress, London community programme, completion and celebration event. 24 young people began and all sustained their engagement to complete the programme.

Photo credit: Dee Lee Live



## Case study

'Paul' was not in any form of education, training or employment when we first met him at the start of the Youth Congress, London Community Programme. Having dropped out of school at 13, Paul found it very difficult to imagine himself be able to go to college and succeed there. He also spoke about a difficult home life and that his family relationships weren't good.

Paul found the 6-day Grit residential a real challenge. Feelings of low confidence stopped him from fully expressing himself at first, but he kept pushing himself and after a few days, began to really step out of his comfort zone and speak openly about life.

Paul worked closely with his Committed Partner (volunteer coach) and with support, enrolled at a college. He is now successfully engaging with college and has even secured a part-time job there, supporting young people who are struggling with college.

Paul has even become an ambassador for Grit, speaking at public events about the difference the Youth Congress programme has made to his life. This included being involved in a pitch to a live crowd funder with Grit staff.

Paul was amazing and the audience aimed all their questions in the question and answer session afterwards at him. £12,500 was raised through the event and there's no doubt that much of that was down to Paul.



## 2017-18 delivery targets vs achieved outputs

Category	Target	Actual
Overall no. trained	3,125	2,887
Young people (direct impact)	2,230	2,185
Adults	895	702
Young people (indirect impact)	14,385	13,750

Overall, the actual numbers we worked with were very close to those predicted with our adult numbers a little under, as explained on page 17.

Our qualitative evaluation continues to show consistently high impact.

Of the young people who participated in community programmes:

- 95% increased aspirations/motivation
- 90% improved behaviour
- 100% increased confidence

Students in our university programmes reported:

- 67% increased their self-esteem (quantified using the Rosenberg scale)
- 88% achieved or made progress towards self-set goals

Of the pupils in our school-based programmes :

- 91% more focused on the future

Longitudinal follow-up surveys with professionals showed:

- 88% better at supporting young people work through problems
- 89% saw improvements in the results they got with young people

And, on average, professionals went on to use our methodology with 25 young people in the first 12 months following their training with us. A slight increase from 2016-17, this enabled us to indirectly impact approximately 13,750 young people despite working with a lower than expected number of adult professionals.