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... [THE WORKSHOP] GOT
ME TO THINK MORE ABOUT
THE THINGS THAT I'M
ACTUALLY GOOD AT, INSTEAD
OF HOW I NORMALLY VIEW
MYSELF NEGATIVELY.



For too many young people, their start in life is limiting their future. They do not have access to relatable role models to help them understand what they can achieve, nor the networks, knowledge and tools to help them to get there. Future First is here to change that. We are the UK education charity helping young people in state schools and colleges broaden their horizons by connecting them with past students.

Our purpose is to see every state school and college supported by a thriving and engaged alumni community, so students gain the confidence, motivation, and inspiration they need to live successful lives.

Over the years, alumni networks have made a huge difference for the seven percent of students attending independent schools. We believe that every student from every walk of life deserves to thrive and our aim is to help them flourish and believe they can be their best selves.

Relatable role models show students a world beyond their current experience and expectations: a future that could be theirs. Future First wants to provide the widest possible range of role models – from those who have confronted barriers to reach high positions to those who may have struggled at school but nonetheless gone on to enjoy fulfilling and successful lives, not only in jobs we encounter every day but also in roles that didn't exist 10 years ago.

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INTRODUCTION

The past year has been another punctuated by the chaos caused to young people's education by the pandemic. Students and teachers have battled, with remarkable success, to adapt to teaching most pupils at home, including through innovating and embracing technology to limit the disruption.

Inevitably, it has been a similar story for Future First. This past year has seen us adjust to the new realities and we have worked with schools, alumni and employers to devise fresh ways to support our vision of ensuring no young person's future is limited by their start in life.

The uncertainty in the present, brought about by the pandemic, has heightened everyone's focus on the future and our three-year strategy for the charity has progressed well despite the difficult circumstances. We have kept our focus on ways in which young people can access relatable role models to help them understand what they can achieve and, on developing the networks, knowledge and tools to help them to get there.

We have developed a new and very accessible digital hub to improve school, student and alumni interactions, refreshed our core programme offering greater choice to schools, implemented a robust evaluation framework to measure the impact of our work and established exciting new funding relationships to advance our support for young people nationwide.

Through our specially designed toolkit, the Welsh Government has become the first UK administration to put alumni at the heart of efforts to boost young people's future prospects. In addition, we have begun work with schools in Scotland for the first time through a ground-breaking pilot alongside <u>The David Hume Institute</u>.

With efforts to redress inequalities central to our work, successfully securing funding from the <u>Institute of Physics</u> and the <u>Esmée Fairbairn Foundation</u> offer great promise for our work in the future. While the former will work to widen the pool of students choosing Physics at A level, the latter aims to harness the power of role models in combatting disproportionate exclusions of Black pupils.

Add to this new partnerships such as those with the <u>Prince's Trust</u> and the <u>Tottenham Hotspur Foundation</u>, as well as our continued collaboration to support primary pupils, what we can offer young people looks exciting in spite of everything.

Of course, without the support of our partners, funders, volunteers and staff none of this work would be possible. Our heartfelt thanks to all who continue to help realise our mission of seeing alumni networks in every state secondary school and college so no child's start in life limits their future.



CHRISTINE GILBERT CHAIR



LORRAINE LANGHAM CEO

OUR WORK

WHAT AN ALUMNI NETWORK CAN DO



Provide relatable role models to expand students' career horizons and aspirations



Help build students' confidence, resilience and motivation



Enrich the curriculum by providing real-world insights in the classroom



Provide one-to-one mentoring to overcome barriers and challenge perceptions



Create a community of volunteers from governors and fundraisers, to mentors and speakers



Boost career strategies to help meet **Gatsby Benchmarks**



Provide insight into future education and career destinations



Create opportunities to meet employers and gain work experience



Strengthen the community around a school, providing a rich resource for generations to come





LISTENING AND IMPROVING OUR OFFER

Because every school is different, Future First has listened closely to the needs of headteachers, senior leadership teams, careers and PSHE leads, to develop a range of different membership packages to suit individual contexts. It allows our member schools to select the support they need wherever they are on their

alumni journey. We piloted new approaches in 2020/21 ready to fully launch in the new academic year.

Underpinning these packages is our new Hub. Developed with students, schools and alumni and designed in a social media-style, but still fully safeguarded, it aims to help busy school and college staff to save time. As well as enabling easy event management and engagement with role models it also offers access to resources and vocational opportunities.





FUTURE FIRST PRO

This is our fully managed service for schools that want to maximise the potential of their alumni network and need the structured support of our expert team.

The Pro package suits schools who need us to do some of the work for them or want to turbo-charge their existing alumni programmes through our enhanced technology, strategic support and a suite of high-impact activities. The package includes a dedicated programme manager, three facilitated workshops, CPD for teaching staff, invitations to events, tailormade posters and digital resources featuring former students. Schools also get priority access to opportunities provided by our funders and employer partners, including insight days and work experience opportunities.

FUTURE FIRST FREE

This membership allows all state schools and colleges to access our resources and research via our new technology, share ideas about working with alumni and join online events. It's perfect for schools that don't have the resources to establish a thriving alumni network but still want to connect with former students on an ad-hoc basis. It's also for schools that already have strong networks and great technology to support them.

FUTURE FIRST LITE

The Lite package is designed for schools with an established alumni network looking for direction, innovation, ideas and support with their alumni strategy. We can offer the means to store alumni data, maintain regular communication with former students and help generate ideas to make sure this community thrives. Future First will work with the school at the beginning of each year to help it craft a winning alumni strategy. The package also provides access to resources, lesson plans, virtual CPD for teaching staff, connections with our national alumni volunteers and invitations to online events.

FUTURE FIRST TECH

The Tech package is for schools with a well-established alumni network looking for somewhere safe and secure to host it. At a price well below the commercial market, thanks to the generosity of our funders and donors, members get access to our new and bespoke technology, designed specifically to build a thriving online community so students can safely connect to the school's network of alumni.

OUR WORK

WORKING WITH ACADEMY TRUSTS TO DEVELOP ALUMNI NETWORKS

Through our work with multi-academy trusts (MATs), Future First has been able to collaborate across families of trust schools to build thriving alumni networks supporting a broad group of students. Working at this level has also allowed us to support the strategic goals of each MAT, as well as those of the individual schools.

One example has been our work with the Star Academies. This co-educational MAT runs a network of primary and secondary schools across Lancashire, Greater Manchester, West Yorkshire, the Midlands and London.

Star Academies aim to raise the aspirations of pupils in areas of social and economic deprivation to improve their future life chances. Future First works with 13 of the trust's schools

and has been able to share expertise and maximise the opportunities across them all.

With the chance to benefit from motivational talks from former students, mentoring programmes and work experience opportunities, students have had their perspective on the future widened and enhanced. And, with young people struggling with the disruption brought about by the pandemic, the programme has also provided vital reassurance.

The stronger sense of belief in young people that our programme with Star Academies brings not only enhances the future for its pupils but also helps to meet the schools' goals of raising students' aspirations despite their often less advantaged backgrounds.



OUR WORK

THREE STEPS TO SUCCESS

Building a strong alumni network with real impact can be hard to achieve. With extensive experience of already delivering for thousands of schools, Future First can help schools overcome the barriers.

We help schools along the steps to success...

BUILD THE NETWORK

- Tried and tested tools to sign up past students and embed the network into school culture
- Online portal to maintain contact with leavers and search alumni to meet specific needs
- A dedicated Alumni Programme Manager to offer expertise on building network

ENGAGE AND ACTIVATE

- Wealth of practical resources to keep networks actively engaged in school life
 - Support to get alumni involved in workshops, mentoring, fundraising or other activities
- Growing digital and online offer to share alumni learning

SUSTAIN AND THRIVE

- Annual survey to track former students' journeys
- Online platform to maintain alumni connections with minimum effort
- Staff training and networking opportunities to share ideas and good practice

NEW FOR ZOZZ

- Digital Hub using latest technology to connect schools, students and alumni
- Greater regional targeting to spread benefit of alumni connections
- Enhanced range of membership packages to suit a school's individual needs



EXTENDING REACH AND IMPACT

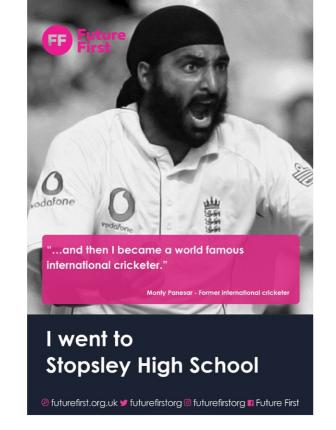
CREATING COMMUNITY-WIDE CONNECTIONS

"I went to Stopsley High in Luton and ended up playing cricket for England. Now I'm supporting Future First so students today in places like my hometown of Luton have relatable role models to help them succeed in life. If I can do it, so can anyone – whatever their start in life."

An ambition to spread the benefit of alumni networks to as many young people as possible is at the heart of a new initiative between Future First and Careers Hub Luton.

Together, we've developed an alumni network for schools across the town to tap into and help their students prepare for life after school.

The partnership has made the profiles of more than 100 alumni from schools already partnering with Future First available to other local schools, so more students can connect with relatable role models. It means far more local students can benefit from the expertise, experiences and life lessons of a wider and more diverse range of alumni volunteers. Among those schools benefiting are Chalk Hills, Stockwood Park and Putteridge High.



Through the initiative, local schools not already partnered with Future First have the opportunity to access a Luton-wide alumni community, share best practice and learn how best to develop their own networks. Our new technology platform makes locality hubs and the sharing of alumni networks a really attractive proposition for school clusters that want to work together for the benefit of all students.

A spokesperson for Careers Hub Luton said: "Our ambition is to create a network of ex-students from the local area that can share their achievements.

"We want this to support young people to raise their aspirations, to explore jobs or educational opportunities they would never have considered previously, and to make better informed decisions about their future."



"Role models have been so important to shaping me. If I can make half the difference they've made on me it will be worthwhile, because for many young people inspirational and relatable role models are not so easy to find."

Georgina Vine – Alumni volunteer



EXTENDING REACH AND IMPACT

GAINING MOTIVATION FROM ALUMNI

Nigel, a Year 10 student at Sydney Russell School in Dagenham, East London, talks about taking part in a Future First alumni workshop to introduce students to pathways post-GCSE.

"Meeting former students has been very informative because I was confused about what I wanted to do after GCSEs and it really gave me the knowledge I needed.

It makes a difference hearing from a former student because they are more relatable to our circumstances and they've been in our environment when they were my age, so I'm more inclined to listen to them than someone else.

Now I know that former students have been successful, it lets me know that I have a chance to be successful as well.

It has improved my confidence and my motivation by letting me know where they made their mistakes so that I can avoid them. One of them talked about revising from Year 10 – I think that's one of the things I need to focus on – so that has motivated and inspired me to go forward and revise consistently.

The thing I'll take home is that I will be able to be successful in the future as long as I stay motivated and consistent in my studies."

EXTENDING REACH AND IMPACT

OUR ACHIEVEMENTS 2020-21

Despite such a destabilising year for education, Future First is proud to have continued supporting young people across the country.

Thousands of young people have been given crucial support to strive for a brighter future, thanks to the support and encouragement of our wonderful alumni volunteers.

In a year when so many students experienced severe disruption to their exams, gaining the confidence that they can still look forward to a positive future has been so important.

"We were able to hear the experiences of somebody who had struggled in their exams and still was able to get a great job."

Through workshops, mentoring sessions or virtual events with hundreds of primary and secondary schools and colleges from Cornwall in the South West to Sunderland in the North East, Future First has continued to deliver for young people.

Lockdown and isolation for millions has meant virtual and online opportunities have come to the fore. Our portal has allowed school staff to stay in touch with alumni and we've also launched our new online hub, allowing alumni to connect with their former school.



member schools



alumni and school-led activities

6,051

students at Future First workshops

64,411

students at alumni activities delivered by schools and colleges



students at workshops and other events with Future First's employer partners

12,168

alumni volunteers registered

1,543

alumni volunteers at Future First events

71,089

young people connected with alumni volunteers and relatable role models



young people involved in Future First-led mentoring

1,000+

schools provided with Future First virtual work experience packs

5.654

new leavers signed up with Future First



I went to Paddington Comprehensive
School in Liverpool and now I am
Lord Mayor of Liverpool — I represent,
support and promote the businesses and
residents of the city of Liverpool, which
just goes to prove everything is possible.

Cllr Anna Rothery, Lord Mayor of Liverpool





TACKLING EXCLUSIONS

We were delighted to receive support from the Esmée Fairbairn Foundation to pilot the power of role models in preventing exclusions from schools. Camden is working with us in this project. If successful, the pilot will provide a scalable intervention that could be rolled out more widely to combat the disproportionate exclusions of Black, Asian and minority ethnic pupils.

We are working with two Black-led community groups, the Winch and SYDRC (the Somali Youth Development Resource Centre) plus Camden's school improvement partnership, Camden Learning, to support two local schools - Acland Burghley and the UCL Academy. This ground-breaking partnership will allocate relatable role model mentors to pupils at risk of exclusion to see whether we can make a real and meaningful difference to their lives and life chances.

The pilot will run until Spring 2022 and will be reported on more fully in the next Annual Review.

Shared Goals

We have teamed up with the Tottenham Hotspur Foundation to support young people in Haringey using the power of relatable role model mentors. This academic year saw us join forces and plan how role model interventions might support a cluster of local schools. The foundations have been laid for a trial in the coming academic year that is already attracting the interest of other premiership clubs.





TRIALLING NEW INTERVENTIONS

WALES ACHIEVES UK FIRST

The Welsh Government has teamed up with Future First to become the first UK administration putting alumni at the heart of efforts to boost young people's career prospects.

Building on a trial in 10 schools in the South Wales Valleys, we partnered with the Valleys Taskforce to create a new toolkit aimed at helping all Welsh state secondary schools and colleges to build thriving alumni networks.

The step-by-step guide to setting up a network contains resources and real-life examples of different types of schemes, as well as templates that schools can use to recruit former students and generate interest amongst young people.

Jeremy Miles MS, Welsh Government Minister for Education and Welsh Language, said: "I'm very pleased to see schools are already building all-important links with alumni, whose expertise will prove invaluable when guiding young people into careers, training or higher education.

"Connections such as these are vital as we look to help young people in their journey from post-16 education onwards."

This toolkit, along with the support from Careers Wales, will help schools build their own alumni networks."

In another first for Wales this year, Monmouthshire County Council has become the first UK local authority to start work with us to develop a programme for all its secondary schools.



Jeremy Miles MS - Welsh Government Minister for Education and Welsh Language

FUTURE FIRST BRINGS POWER OF ALUMNI TO SCOTLAND

Future First has started work to expand into Scotland. In a ground-breaking pilot with The David Hume Institute, we're bringing the benefits of alumni networks to two Edinburgh schools: Gracemount High and Tynecastle High.

Susan Murray, The David Hume Institute's Director, said: "We heard about the work of Future First and the difference they are making to young people elsewhere in the UK. We encouraged them to adapt their materials through a pilot in Scotland and hope even more schools will be able to benefit in future."

The pilot has been welcomed by the Scottish Institute of Directors.



Monica - Langley Park School for Girls



Laurence Stannard - Legal & General Investment Management

BUILDING A NATIONAL MOVEMENT

HARNESSING THE VIRTUAL OPPORTUNITY

With the pandemic preventing many face-to-face encounters, Future First grasped the opportunity to widen the reach of its work through virtual activities.

We arranged more than 40 virtual events for over 1,000 students during 2020-21. More than 430 young people also took part in our online mentoring scheme to gain advice and careers insight alongside help with university and job applications.

Monica, a student at Langley Park School for Girls in Beckenham, South East London, was linked up with alumni mentor Dr Jackie McDermott, and said:

"The whole experience of being mentored by Jackie has been wonderful. Without it I think I'd have been much more unsure about a career in medicine. I now know what it entails and what to expect."

Employers we work with have also seen the benefits of virtual events. Laurence Stannard, a Business Development Executive for Legal & General Investment Management said:

"We want to focus on the 'cold spots'

- those areas of the UK where there
isn't enough support going into
the communities that need it."

Other digital interventions saw Future First team up with the Widening Participation.

Medics Network to develop a virtual work experience pack for students interested in careers within the health and social care sector to run alongside one for voluntary professionals. The pack was shared by new Future First partner, the Prince's Trust, during its campaign with the Department of Health and Social Care to promote the sector. Both packs are now being used in over 1,000 schools.



BUILDING A NATIONAL MOVEMENT

EXPANDING THE BENEFITS OF MENTORING

It's been another successful year for our Future Me mentoring programme, with the move to online spreading the benefit far and wide.

We designed and piloted the mentoring programme in 2019-20 following a generous donation from Nick Strong, Managing Director of HPS Investment Partners. That year, thirty-six students in two schools got the chance to be mentored over a six-week period.

This year, we were able to connect more than 430 students, from schools across the UK, with mentors for nine weeks of support via an online platform. The support ranged from advice on working from home during school closures, how to develop resilience, help with university and job applications and an insight into the mentors' careers.

One teacher at a participating school said:

"The Future Me Online Mentoring sessions last year helped our students' knowledge of their next steps and developed their confidence."

Trustee Deji Davies generously added to Nick's continued support, enabling us to offer the Future Me mentoring programme more widely.

In the words of one young person:

"Mentoring has really helped me to understand the options and routes available to me in the future. My mentor has been amazing and she has given me great tips and advice on how I can progress through my educational journey."

"I really found the mentoring programme well run and organised, despite the difficulties of doing this remotely." (Teacher)

PARTNERS AND SUPPORTERS

MORE PARTNERSHIPS FOR MORE BENEFIT

We are delighted to have formed new partnerships with many more organisations this year.

Examples include generous funding from the Garfield Weston Foundation, which will allow us to continue supporting more young people, and investment from the Institute of Physics to help us encourage students to continue studying physics.

Other successful partnerships emerging this year include that with scooter pioneers Voi Technology to give students insight into STEM careers.

In 2021-22 we're excited to be supporting a number of employers to showcase their company and sector to schools and students via our brand-new digital Hub. Employees will be sharing virtual content about their roles and personal pathways and employers will be providing unique work experience opportunities. Schools and colleges working with Future First will be able to access this content and information. so students have a greater opportunity to build a successful future for themselves.



I'm delighted to be working with Future First because I believe we are at a point of potentially making a huge difference.

Fiona Murden - Chartered Psychologist, author and Future First partner

CONNECTING WITH EMPLOYERS

Despite the challenge of COVID-19 this year, our work to connect employers with students and help kickstart their future success has not diminished.

Many activities have moved online, enabling us to reach many more schools countrywide. Insight days with Legal and General Investment Management saw students from Blackpool to Sheffield take part, while sessions with the Wellcome Trust reached pupils in Suffolk, Hertfordshire and Scunthorpe.

Staff at law firm Taylor Wessing's new Liverpool office took part in a series of workshops with students from local schools to develop their employability skills.

Head of the Liverpool office, Saleem Fazal, said:

"The North West is a region rich with potential and I hope this latest initiative alongside Future First is only the start of us working together to offer local teenagers the chance to play a full part in an exciting future."

Similarly, Arc Pensions Law has used its presence in Leeds to help us spread the benefits of role models to students in the North. As one student put it:

"I gained valuable insight into what it is actually like to become a lawyer and it has helped me determine what I would like to do next."



Peter Oliver - Alumni volunteer

DELIVERING FOR

YOUNG PEOPLE

It's been another strong year for **Future First's partnerships with the Commercial Education Trust (CET)** and Uni Connect programmes.

Students at schools stretching from Beckenham to Birmingham were able to meet up with alumni and other volunteers working in trade and commerce as our 'Commerce in the Classroom' initiative with the CET continued for a second year.

A number of the participating schools are based in social mobility cold spots and many are also located close to ports, providing a greater relevance to careers in international trade and commerce.

One participating school, St Aidan's Catholic Academy in Sunderland, Tyne and Wear, welcomed back former pupil Peter Oliver, now a Berlin-based journalist specialising in trade.

"We don't know what students may find most useful, but when they can ask questions that's where some gold may be unearthed," he said.

Meanwhile, our work with regional Uni Connect providers – the government programme targeting regions where participation in higher education is low - continued to thrive.

Among our initiatives this year has been 'Advice and a Slice' with neaco (The Network for East Anglian Collaborative Outreach), where guest speakers talked about their experiences of university while students tucked into pizza.

And in Cumbria, we teamed up with Hello Future to provide students at eight of the county's schools with workshops linking academic subjects with careers, including interviews with local professionals.

PARTNERS AND SUPPORTERS

GAINING A SLICE OF ADVICE

Ed is a Year 10 student at Stowmarket High School in Suffolk who took part in the 'Advice and a Slice' sessions - organised by Future First in partnership with the neaco - where guest speakers joined students for a lunchtime talk about careers.

"We've had a few different people come in and speak to us and they've all given us a great insight into what career options are out there.

We had someone who used to be in the military and he showed us there was a lot involved with a military career; way beyond what people think.

We also had a former pupil who has gone on to be a businessman. His talk was a fantastic insight into what skills you need to be a good businessman. Having an expupil speak to us also made it much more relatable, because he showed that you can do it as long as you have the right attitude.

The whole experience has been very beneficial. I definitely plan to go on to do A levels and then hopefully some further studies. I'm really keen to follow a career that is music related. I've played drums for five years now and I definitely want to do something in that world.

What the Future First sessions have given me is a much clearer idea of what

I'd need to be successful in the future - the different qualities and different attitudes I'd need to develop to push myself to a high-ranking position. The sessions have also shown me that

the world is a whole lot more open than

you can see from school. Sometimes you

can only see the obvious career choices,

but there are loads beyond that."



PARTNERS AND SUPPORTERS

YOUNG MENTORS BRIDGE THE GAP TO SECONDARY SCHOOL

We've been increasingly piloting our work to support primary pupils in recent years and our latest initiative — Bridging the Gap — has seen Year 9 pupils helping their younger peers manage the transition to secondary school.

The aim has been for students who have recently gone through the process to help pupils about to follow in their footsteps to prepare emotionally and academically.

Made possible thanks to generous funding from the SHINE Trust, the initiative has seen us working with schools in Sheffield and Sunderland and has proved an immediate success.

Evaluation of the pilot found increased optimism among the participating Year 6 pupils for starting secondary school and a sense they had learnt a lot from their young mentors. The Year 9 students also said the experience had increased their confidence in themselves and their abilities.

Jenny Cassy, Director of Learning for Futures at Fir Vale School in Sheffield, a secondary that links up with nearby Whiteways Primary, said: "The mentors that were chosen felt great prestige and they definitely got a lot out of it – a lot of them said that they wanted to continue the links they had made with their mentees when they arrived in Year 7."

PARTNERS AND SUPPORTERS

PARTNERS AND SUPPORTERS

The vital work we do to connect thousands of pupils across the UK with relatable role models would not be possible without the generous contributions of our supporters and partners – both individuals and organisations. Our thanks go to all of them - from those who continue to work with Future First to those who have just joined us.

Working to change the lives of young people from disadvantaged backgrounds is something I've found great passion in as a role model to young people – it's great to work with an organisation that is doing similar work within the community.

Emmanuel Balogun – CEO, easy SEO and Find Your Feet

ACTIVE PARTNERS 2020-21

ARC Pensions Law	John Lyon's Charity	Solihull Careers Hub	
——————————————————————————————————————	——————————————————————————————————————		
Ashurst	KPMG Foundation	South Holland District Council	
Avado Learning	Legal & General	Taylor Wessing	
Cambridgeshire Community Foundation	Lincolnshire County Council	The Baily Thomas	
	Lord Gary Porter	Charitable Fund	
Careers & Enterprise Company		The David Hume Institute	
Careers Hub Luton	Monmouthshire County Council		
Commercial Education Trust	Fiona Murden	The Dulverton Trust	
	neaco	The SHINE Trust	
Deji Davies			
Esmée Fairbairn Foundation	Nesta	The Waterloo Foundation	
Fidelity Foundation	Nick Strong	Tottenham Hotspur Foundation	
Find Your Feet Digital	Northern Power Women	Voi Technology	
Garfield Weston Foundation	Pears Foundation	We Are The City	
Hello Future	Pollen Street Capital	Wellcome Trust	
Institute of Physics	Prince's Trust	Welsh Valleys Taskforce	

TRUSTEES



Deji Davies

Managing Director
- Head of European
Par/Stressed Loan
Trading, J.P. Morgan



Amy Finch

Head of Programmes and Impact, Spirit of 2012



Christine Gilbert, CBE

Visiting Professor, Institute of Education



Heather Lauder

Chair of Dow Schofield Watts



Lindsey McMurray

Managing Partner,
Pollen Street Capital



Sally Nelson

Chief People Officer, Fidelity International



Michael Ter-Berg

Chief Executive
Officer, Thomson
Screening

ADVISORY COUNCIL

Dr Sarabajaya Kumar,

Teaching Fellow at University College London

David Laws,

Executive Chairman, Education Policy Institute and former Minister for Schools

Fiona Millar,

Education campaigner and journalist

Estelle Morris,

Baroness Morris of Yardley and former Secretary of State for Education

Chloe Smith,

Conservative MP for Norwich North

FINANCES

FINANCES 2020-21

VALUE:

92p in each £1 we spend goes directly on programme delivery. The remainder is spent on fundraising and ensuring good management and governance.

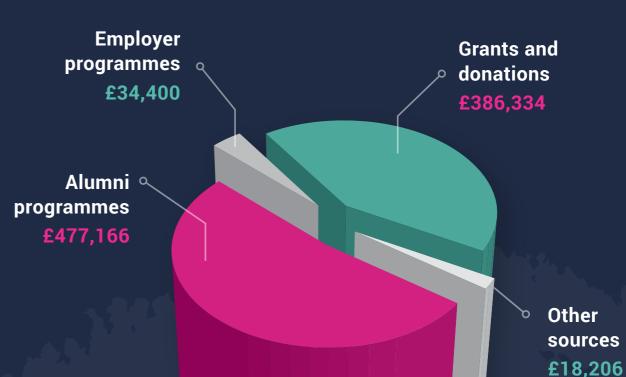


COST PER PUPIL:

£12.47

TOTAL INCOME:

£916,106



 \sim 22

