



workingwell
trust

Trustees' report and financial statements
for the year ended 31 March 2021

2020 | 2021

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Reference and administrative details of the Company, its Trustees and advisers for the year ended 31 March 2021

Trustees: Philip Evans - Chair of Trustees | Neil Lukha - Treasurer | Brigid MacCarthy - Julia Ingall
Appointed (13 October 2020): Philip Stitson | Victoria Derkach | Oliver Brothwood | Caroline Atkinson | Martin Bould
Donald Martin Resigned (10/11/2020) | David Free Resigned (14/09/2021) | Harriet Kyekye Resigned (06/07/2020)

Company registered number 2703078 | Charity registered number 1011120
Registered office: First Floor, Pritchard’s Road Day Centre, Marian Place, London E2 9AX

Principal staff

Helen Forster (Chief Executive)

Independent Auditors: Griffin Stone Moscrop & Co
Chartered Accountants

21-27 Lamb’s Conduit Street, London WC1N 3GS

Bankers: National Westminster Bank plc, PO Box 3242, Albion Yard, 331/335 Whitechapel, London E1 1AU

Solicitors: Orchard Solicitors, 6 Snow Hill London EC1A 2AY

WELCOME FROM THE CHAIR



In March 2020, along with most services, we had to take the decision to close all face-to-face services as the country went in to the first lockdown. Unfortunately, more lockdowns were to follow, leading to significant changes in the economy and our way of working. Most of our services are now back to full operation although we have considerably changed how some of these are delivered.

It is with great pride that I can confirm that despite the difficult circumstances, we have worked with over 1000 clients in 2020/2021. This is a testament to the determination, resilience and commitment of clients to engage with our services with the aim of achieving their goals at a time when it was hard for anyone to know what was going to happen next.

I would like to pay thanks to our long-term funders, Tower Hamlets CCG and Tower Hamlets Council, Royal Borough of Kingston upon Thames and Enfield Council, who have supported the work of the

Trust during the pandemic, in particular working with us to develop new ways of working and enabling us to focus on client wellbeing at the height of the crisis. We were pleased to work with new funders during this year including the Trust for London, the Paddington Development Trust and the National Lottery Community Fund.

Building financial strength for Working Well has remained the top priority for the Board of Trustees during 2020/21, however, our financial ambitions in this year were negatively impacted by the pandemic due to the loss of commercial income from our enterprises which were closed for much of the year and the necessary switch by funders to Covid-19 response services. Hopefully now that the worst of the crisis is over, we can re-focus our efforts to build greater financial strength for the Trust to achieve our core aim of supporting more people into work.

Finally, I would like to say thanks to our staff team for their hard work over this year. As you will see from the case studies included in this report they have developed creative and ingenious ways to support clients, as well as supporting each other.

Phil Evans
Chair of Trustees

2020/2021
WAS A
MEMORABLE
YEAR FOR
EVERYONE"

This was not the year we planned but it became one that has changed the organisation for the better.

Initially we had to adapt because the lockdown forced us to do so. It was remarkable to see how the team created new ways of working, cared for each other and for their clients. As well as moving to remote working, the team also collated online resources, created podcasts and started Facebook groups to keep clients engaged, accessing opportunities and focused on their goals. Within weeks it felt like that we had always worked this way and we could not imagine why we had not worked this way before. When we returned to face-to-face contact we also kept many of the new ways of working such as remote support, so clients can choose the form of contact that suits their needs best.

We were supported in our work by a grant award from the National Lottery Community Fund to develop a digital inclusion project. Although a lot of our clients were able to access the new forms of support, many were also excluded as they did not have either the hardware, access to the internet or the skills, and sometimes all three, to access the new opportunities. The grant allowed us to distribute equipment, data allowances, provide peer support and training to over 50 people. Even though the grant has ended the project continues to support new clients.

This year also saw Working Well Trust set up our first research project, funded by the Trust for London, looking in to how



promote career progression for people with mental health in low paid jobs. We are hoping we can develop a new model of support, as well as creating a website that will host resources for employers, employment service providers and people in low paid work.

Our financial position has improved slightly due to the hard work of the team meeting targets and also due to the new financial systems and organisational structure. One of the most significant changes was the move away from printing for the Access enterprise and a move towards online support. This change did involve redundancies including a long term member of staff. Although these decisions are never easy, they had to be made to help us deliver the long-term financial security for the whole Trust.

As the nation becomes used to the “new normal” we want the Trust to be ready for the new challenges and opportunities that are sure to come.

Helen Forster
Chief Executive

“ THIS WAS NOT THE YEAR WE PLANNED BUT IT BECAME ONE THAT HAS CHANGED THE ORGANISATION FOR THE BETTER. ”

WHAT WE DO

ACCESS PRINT & DESIGN

472 Hackney Road E2 9EQ

Training and commercial experience to clients in a supportive environment. Comprises a shop area to learn customer service and cash & stock management; a print area which provides training & work experience in use of industry machines, imposition and layout; and a Desktop Publishing area which provides training on Adobe Photoshop, InDesign and Illustrator through a series of modules, as well as opportunities to work on real customer items or develop an independent portfolio.

Weekly IT Drop In sessions via Zoom every Thursday between 1-4pm. There is also a weekly virtual peer group that clients can join to reduce isolation and connect with others.

**Contact 020 7613 0045 or
accessprint@wwtrust.co.uk**

SEW & SUPPORT

112 Cavell Street E1 2JA

Provides training and real commercial experience to clients in a supportive environment. Full training to commercial skill level on flat sewing machine, over lockers, pressing, finishing, pattern cutting, simple item & garment assembly, and basic design drafting & customisation. Clients are encouraged to develop a portfolio of their own independent work.

During Covid-19, Sew & Support has taken new referrals and provided training virtually and over the phone. There is also a weekly virtual peer group that clients can join to reduce isolation and connect with others.

**Contact 020 7247 1910 or
info@wwtrust.co.uk**

BUSINESS & ENTERPRISE

Pritchard's Road Day Centre E2 9AX

Advice and support for clients wishing to start their own business. This can be as simple as an email consultation, or as complete as one to one support with emails, face to face meetings, funding advice, resource & application advice, business plan development, and more.

During Covid-19, the service is running virtual social media workshops and podcasts on a range of business topics.

**Contact 020 7729 7557 or
info@wwtrust.co.uk**

RETENTION SERVICE

Pritchard's Road Day Centre E2 9AX

Support for clients whose employment is at risk due to mental health difficulties. This includes liaising with employers to discuss necessary accommodations, negotiated leave, role changes, and more.

**Contact 020 7729 7557 or
info@wwtrust.co.uk**



Picture: Two More Years a bar in Hackney Wick Access Print, printed and installed the vinyls



WHAT WE DO

PEER EMPLOYMENT COACH

Pritchard's Road Day Centre E2 9AX

Peer support for clients from a practical, lived experience point of view, to access opportunities to progress toward employment goals such as education, training and volunteering opportunities.

**Contact 020 7729 7557 or
info@wwtrust.co.uk**

EMPLOYMENT SERVICE

Pritchard's Road Day Centre E2 9AX

CMHTs

Individual Placement and Support (IPS) for clients who want to gain paid employment or support to retain a job. This includes engaging with employers on the client's behalf to broker opportunities, information around different types of jobs, support with CV and job search, mental health awareness sessions for employers, in-work advocacy, peer support, and more.

**Contact 020 7729 7557 or
empservices@wwtrust.co.uk**

UPSKILL

Pritchard's Road Day Centre E2 9AX
& Island Health Centre

Support to find training and volunteering opportunities needed to develop the skills essential for future employment and wellbeing. This can include partial funding for courses, support to access volunteering,

apprenticeships, work experience placements, or finding free accredited training opportunities.

**Contact 020 7729 7557 or
empservices@wwtrust.co.uk**

KINGSTON

Works with client to create an individual action plan to help them achieve their employment goals. As part of this they can support clients with creating a CV, job searching, accessing training as well as any other additional needs they will need to get on the road to paid employment. They also offer support for those in work with job retention and mediation services.

**Contact 020 7143 4044 or
kingston@wwtrust.co.uk**

Enfield IPS

Individual Placement and Support (IPS) for clients who want to gain paid employment or support to retain a job. This includes engaging with employers on the client's behalf to broker opportunities, information around different types of jobs, support with CV and job search, mental health awareness sessions for employers, in-work advocacy, peer support, and more.

Contact enfield@wwtrust.co.uk

In 2020/21 we worked with

OUR IMPACT

nearly thousand people, supporting them to achieve their employment, training and wellbeing goals.

This is down by approximately 400 people from the year before but given that some of our projects were closed for most of the year and others had to work remotely for many months, we are really pleased that we were able to support so many people through such a difficult and unique year.

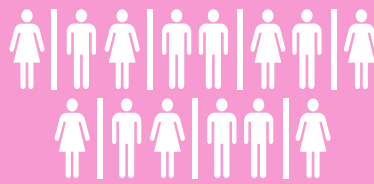
The pandemic led to an increase in demand for in-work support, mainly from people who were being made redundant at the height of the crisis and again at times linked to changes in the furlough scheme contributions.

Given that the job market was almost closed for most of the year it is not surprising that we also saw an increase in other vocational outcomes, which includes training and volunteering. People used the time when they could not apply for work to look at ways of improving their employability so they were ready to look for work when lockdown eased.

314 

Clients supported to retain employment

increase of over 400%



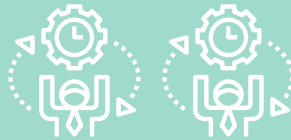
976

Clients Supported



689

Other Vocational Outcomes



167

Job Starts

200⁺

Employers Supported



The enterprises adopted a new way of working in 2020/21 to continue to support clients even though face to face training was cancelled for the whole year.

The team developed online training sessions, both group and one to one support. A new IT support group was set up to help people to improve their digital skills so they could access resources and opportunities online.

For some clients it was difficult to see life beyond the end of the pandemic so staff focused on supporting their wellbeing, with weekly checks and spent time simply having a chat. The team recognised that for many of their clients the crisis had increased their feelings of loneliness and isolation and so it was important to make sure they knew they could contact the team at any time.

The team also encouraged people to start planning for their return to the projects and to connect with others through the peer support group organised by the Peer Employment Coach. The Coach also set up a fitness support group that worked with clients to improve their physical wellbeing.

One of the clients came up with their own tips for wellbeing:

My family:

Family is very important to my recovery. Spending quality with my family is something I treasure. I have a wife and a young son and they keep me grounded and also keep me well as we have a strong relationship.

Mindfulness & breathing techniques:

Practising mindfulness along with breathing techniques I fully recommend as it only is calming but helps with focus but also keep motivated.

Faith:

Faith to me is very important as keeps me grounded and is part of my daily life.

Healthy eating:

I eat very healthily. I find that having a balanced diet helps with my energy levels and makes me feel good only mentally but also physically.

Activities:

I enjoy playing snooker, pool, tennis, badminton and watching football. My goal one day is to play golf. Listening to variety types of music. Watching tv shows that make me laugh and movies is a good way of positively distracting the mind from focusing on negativity.

Education & Learning:

Education and learning new is something I believe everyone needs to do. For me not as it keeps my mind busy but it also helps to improve or update my

knowledge.

Sleep:

Having a good sleep is really essential for the body and mind.



OUR IMPACT

Business and Enterprise

Business & Enterprise operates with one member of staff working two days a week with the Trust. The service supports clients aiming to start up their own enterprise or become self-employed. It achieves this through:

- 1-2-1 support and advice to clients working towards setting themselves up as self-employed or in business.
- Signposting to opportunities in the community to develop business skills, (e.g., business support programmes, writing a business plan, marketing, understanding social media etc.)
- Supporting clients to identify funding sources or survival budgets such as start-up grants, paid work or assisted programmes whilst on benefits.
- Identifying goals of self-employment and self-assessing as to the viability of the business.
- Supporting clients to organise and develop pop ups/taster session in the community and gain real life experience on their chosen field.
- Matching members to business mentors via East London Business Enterprise (ELBA)

In April 2020 the service switched to providing online and phone support to overcome the Covid-19 lockdown. This precipitated the need for added resources and initiatives to better support our clients' needs.

Within the B&E service this included the development of Podcasts, weekly e-newsletters, and digital workshops. The service additionally signposted to wellbeing resources to support clients who were experiencing isolation and lost their usual support networks.

Annual Data Summary

During the year the service supported the review and development of 75 Action Plans and signposted to 72 internal and external business-related opportunities. A total of 16 funding applications were submitted by clients, some which successfully raised project funding to enable clients to test out their ideas. 8 clients took up volunteering opportunities and a further 43 were able to take advantage of training opportunities with 11 also taking up work experience. A total of 24 pop ups and taster enterprises were carried out and 6 clients successfully moved into self-employment.

Year Overview

With the support of ELBA, the B&E service developed a Mentoring Programme, recruiting and inducting six volunteers from the corporate sector. Four clients were matched to a mentor and offered a 6-month period of 1:1 mentoring from a dedicated Mentor. Some of those clients who have since completed the mentoring have maintained positive relationships with their mentor and are able to continue

to reach out to them for business support on an informal basis.

In the early stages of lockdown, the service co-produced client podcasts providing an opportunity for clients to share their journey towards their business goals, uploaded to the WWT website. In the absence of being able to implement pop ups/taster sessions in the community clients were encouraged to, instead, deliver similar initiatives online with peers. These included a workshop to 'Balance Your Digital Life', a 'Cook Social' workshop to promote team building and a 'Social Media' workshop to develop marketing strategies.

"I have found the Business and Enterprise support at Working Well Trust to be hugely beneficial, especially during Covid-19, as the service provided the tools to be able to look to the future. Monthly calls with the B&E Lead have been grounding and allowed me to clarify ideas that had been swirling round my head, having these discussions gave me focus and goals for the month ahead. I also signed up for a number of other initiatives as a result of the weekly newsletters, that I otherwise would not have been aware of including available grants, retail spaces, workshops and further business support opportunities through other providers. Contact with the service has given me confidence and reassurance in myself and my business start-up. Thank you"



OUR IMPACT

In – Work Support

The In-Work Service (IWS) supports Tower Hamlets residents impacted by mental health challenges to maintain employment as a key enabler to supporting recovery. The service also equips employers with the awareness and tools to help staff with mental health needs to remain in the workforce. Key interventions include helping clients to return-to-work from sick leave in a safe and supportive way, supporting clients in their communication with employers to help secure reasonable adjustments, and helping employers to understand how best to tailor systems of support.

Key achievements

- 221 clients helped to retain employment
- 54 jobs at risk retained
- 118 employers supported to retain staff
- 156 employers offered training and support

Other highlights

- 6 mental health awareness training sessions delivered
- 12 clients helped to secure alternative employment
- 10 live Q&A sessions have been delivered via the services' closed Facebook group page to help clients access high quality information and advice regarding how to navigate and approach key workplace problems and issues.

Case study

SB was referred to the service by her GP due to the employer expressing reluctance to consider making reasonable adjustments to enable to SB to better manage the effects associated with her mental health condition. This situation caused SB significant distress and compounded her symptoms of anxiety and depression. SB reported additional pressures associated with the working environment including concerns about unwanted conduct and poor line management styles. The accumulation of these pressures culminated in SB taking long term sick leave. The IWS initially helped SB to develop an action plan to identify the approaches to help improve her working situation including tackling workplace triggers and positive actions that can be taken. The IWS helped SB to assess what adjustments and improvements would help to enable a safe return to work process. The IWS initiated dialogue with the employer to offer support and advice especially around how best to enable SB to make a successful and sustain return to work to help reduce the risk of avoidable setbacks. The IWS subsequently supported SB's communication with her employer which provided an opportunity for the IWS team articulate the rationale of the employer implementing a mutually agreeable system of support to help SB to thrive in her role. Following some initial back and forth, the employer finally came to the decision to support SB's return with adjustments in place. Thankfully, the agreed to transfer SB to a new/ department

in addition to phasing her return to work to help ease her back in the workplace. SB was also granted flexible working arrangements. Following the implementation of these changes, SB's physical and mental wellbeing has vastly improved, with SB reporting that she is much happier and confident in the workplace and has developed a good working relationship with a new line manager. Mostly importantly for SB she feels better able to balance her role with her parental caring responsibilities.

SB quote:

"I was referred to Working Well Trust, by my GP, after experiencing problems at work with my manager. Working Well Trust has been there for me from the very beginning and has been helping me get through one of the most difficult time of my life. After encountering problems at work, it affected my mental health immensely. I was not able to function properly and caused me huge distress. It was both Hassan and Olivia that helped me, they have been there for me, calling me every week and making sure I am ok. They put a plan for me every week, from the first time we started talking, writing down how we would tackle my issues at work. Both Hassan and Olivia helped me to work through my differences with my manager. They spent hours and hours giving me support and advice throughout. I cannot thank them both enough for being there for me and checking on me weekly

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to make sure I am OK. The work they do is absolutely incredible and life changing. Absolutely Life changing. Especially for me, they both saw me at my lowest and now I'm much better, and that's largely due to the Olivia and Hassan at Working Well Trust. I cannot express my gratitude to them both in words, it won't do them both justice. They both helped me with my mental health, and always made sure I was OK. I will always be grateful to them both and to Working Well Trust for their continued support".



221

people helped to retain their employment

54



jobs at risk retained



60

Employers supported to retain staff

156



Employers offered training & support



OUR IMPACT

In-Work Research

The London Work Resource (LWR) explores the issues preventing career progression for people, particularly those in low-paid work and with mental health needs. We are working to create a resource that champions what works to improve the earning prospects and work-life for those with lived experience of mental health distress.

In the early months of the project, we produced two stakeholder brochures specifically aimed at clients and organisations respectively. The documents include information about what the London Work Resource project is, why issues around career progression and retention are important, and how they can be involved in the project.

We ended the financial year having emailed 268 different organisations, culminating in 37 meetings and 11 organisational survey responses. In addition, we gathered 56 survey responses by clients, and had conducted 1-2-1 interviews with 2 clients of Working Well. The Project has recently entered its 2nd year of funding, and we confident the initial success we experienced we carry over. The second year will see us conduct more 1-2-1 interviews with clients, as well as gather case studies from employers and clients about progression in employment. A large bulk of this work will be conducted by YouGov, who are undertaking the



External evaluation of the LWR.

Following conversations with the funder, where they have heavily encouraged us to seek an extension to project, we applied for an additional 18 months' worth of funding in October. We will be notified if we have been successful or unsuccessful in March 2022. This deadline is also conveniently when we launch will the full London Work Resource.

We recently created an 'Employers Toolkit' to promote the core findings and learnings of the project so far. Until the end of 2021, we aim to engage employers with the toolkit to encourage them to take forward our proposals. The toolkit also allows us to test messaging ahead of the full LWR launch.



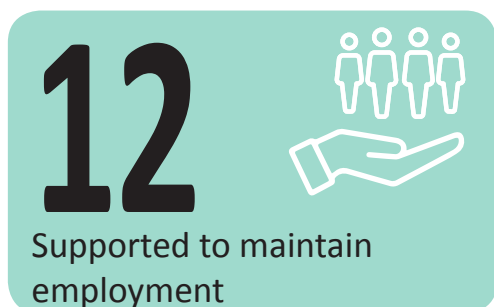


Kingston Supported Employment

Works with clients mainly with autism and learning disabilities to take steps towards employment. These steps can include training, education and volunteering as well as paid employment. They can help clients with creating CV's, job searching and reaching out to employers to find opportunities. The team also support employers to make reasonable adjustments. Contact Sam Stephenson on 07925 298 303 or kingston@wwtrust.co.uk

Our second year of working in Kingston was challenging following the lockdowns. However, we found that many clients were able to continue support virtually through zoom and telephone appointments, and during the lockdowns we had a large focus on remote training and education. We have worked hard to create a presence in the Kingston and have a steady flow of referrals now from different referral partners including Community Learning Disability Team, the local Job Centre and many self referrals. Kingston council is also undergoing some changes which will change our focus to working more closely with day services in the borough. With this in mind, we have taken the decision to close our physical office space and will be looking at working more in community spaces and on co-location with the day services to provide an IPS type model.

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OUR IMPACT

AL contacted WWT as they were looking for a volunteer role. They wanted to practice sign language and build on communication skills. AL was particularly interested in a role with the Imperial War Museum (IWM) who were recruiting front of house volunteers. The Employment Support Worker (ESW) contacted the Imperial War Museum to find out more and supported the client with the application, including interview support. AL was offered the role.

The ESW then worked with the IWM to set up a volunteer buddy for the client in his new role. As well as this, the ESW has worked with other services to source funding to provide a speech and language specialist to support AL to improve his communication at work, and Autism awareness training. They are currently working on a video featuring AL which will be used to provide not only information on how to support AL, but also general Autism Awareness training for all volunteers and staff in the volunteer department.

AL was very happy to be able to start his role after the most recent lockdown, he shared a photo with his ESW on his first day.



Tower Hamlets IPS

The Tower Hamlets IPS employment service support individuals accessing secondary mental health care with gaining and sustaining employment using an approach called individual placement support (IPS).

In the last financial year 2020 – 2021, our service received 502 referrals and 311 people engaged with the service. We supported 77 people into paid employment and changed the way we worked, by supporting clients online due to working remotely during lockdowns.

Case Study

The client self-referred to Working Well Trust (WWT) in June 2019. When the Employment Specialist (ES) first met with client, they discussed wanting to become a Care Assistant but after speaking with the Peer Support Specialist at WWT, decided they would like to focus on this.

The client wanted to look for permitted work due to being on ESA benefit so the ES provided benefit support and looked for suitable positions. As the client has forensic history, they created a declaration so it could be discussed in applications and interviews.

The client was keen on completing Peer Support Training and had completed this by January 2021. As the client wanted to gain experience in peer support, the ES supported with the application for a Befriender position. The

client was successful in gaining an interview so they worked on preparing for this together. The client was successful in gaining a position as a Befriender and started the role May 2021.

As the client's main aim was to find a Peer Support position, they continued searching for Peer Support roles. The ES found a suitable position with a secondary mental health team and supported with the application. The client was successful in gaining an interview so they completed targeted interview preparation. During the interview, it was highlighted the client would be suitable for a role in a different service and was successful in gaining a position. The client is very passionate and wants to use own experiences to support others.

The ES supported with all pre-employment documents and the client has been for their pre-employment checks. The ES supported with a referral for Dress for Success. The client went to the appointment and was provided with several outfits for work, based on the environment they are working in. The client is due to start the position soon and the ES will support with resignation from current Befriender position and continue to provide in-work support where needed.

“The first time I came to WWT, I wanted to work but had no idea, no confidence and didn't believe in myself. I remember the day I met with my ES and she was just so bubbly, kind and made me

feel welcome and positive from the first meeting.

I thought about becoming a Care Assistant, but I spoke with Peer Support Specialist at WWT and knew it was exactly what I wanted to do. Since training as a Peer Support Worker, I started my role as an ELFT Befriender and am due to start as a Peer Support Worker for the Early Intervention Service.

It has been a rollercoaster and almost 3 years since I met with the ES and the support has been unbelievable, supported mental health and improved in confidence. Working with me ES made me believe I can contribute to my community. The support I received from the team at WWT has been unbelievable.

Ever since starting with the ES, I am a different person. I was a little mouse, not knowing where to start and now I can reach for the stars. My self-confidence has skyrocketed. I never thought people would believe in me, employ me or take me seriously.

That is all thanks to WWT and especially my ES – It made me get to know myself better.”

OUR IMPACT

Upskill

This year has been a year when despite the current situation Upskill was able to meet its targets and was even oversubscribed in certain areas. However although the project was able to satisfy the funding KPIs the projects achievement in the way Staff have continued to adapt and work flexibly to support clients the success of the peer work and the setting up of a new project Reskill all deserve to be mentioned.

This year has seen an expansion in the work of the project with the addition of Reskill an ESF funded project designed to support people with mental health into training and employment. This year has also seen a large increase in referrals and a broadening of referral pathways into Upskill. Organisations such as Hestia, Look Ahead and Reset are referring more and there has also been an increase in referrals looking for employment support. People looking for paid employment has increased this year, more people not eligible for the IPS service are being referred to Upskill for employment support. As a result, we can report 21 paid job starts this year and an above target increase in referrals. Despite the restrictions of the pandemic, we have been able to continue to signpost and support clients to opportunities both online and increasingly face to face. We have targets of support including peer support

,training and volunteering and although still slightly below have increased the number of over 50s accessing our service. As more face-to-face opportunities open up and also Upskill staff are able to get back into community settings to promote the service to over 50 groups and networks we hope to increase the number of over 50s Tower Hamlets residents accessing the service.

Upskill have continued to expand their resource bank of opportunities available in the borough and have an extensive data base available of wide-ranging training, education, wellbeing and volunteering activities in a variety of sectors. Upskill have also been invited to be involved in the THCAN portal, a new referral portal administered by Island House to ease the referral process between organisations. Upskill and Reskill staff have also been invited by Look Ahead to provide training workshops to Look Ahead staff.

Over the course of the year Upskill received over 260 referrals and 180 people provided with ongoing one to one support. 100 residents accessing courses or training opportunities 60 residents signposted to advice or welfare services, 48 residents signposted to volunteering opportunities 18 residents in paid employment. Of these 15% of all referrals were over 50.

Case study

D.C. was feeling 'demotivated when he first came to see us. Unsure of what he wanted to do in the long term.

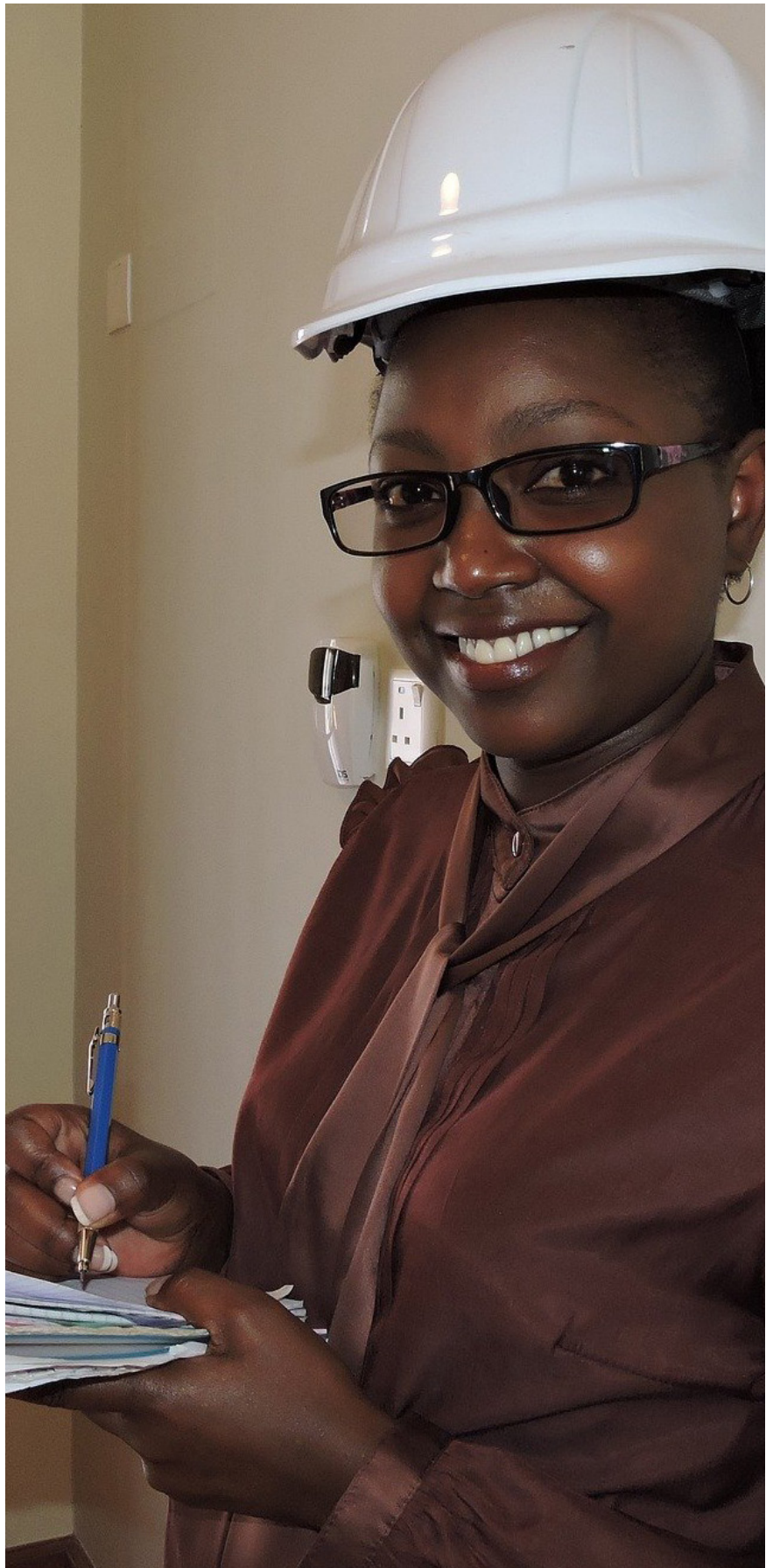
Working closely with Upskill, D.C. identified an interest in driving, and more specifically becoming a Forklift operator. At the outset, he really didn't think he had the motivation to complete a training course, but with the input and support of his coordinator, Ashley, he pushed himself to go ahead and sign up anyway.

- But then the lockdown happened. D.C. grew a little despondent and became convinced that he'd never get the opportunity to finish his training, especially the practical hands-on (the steering wheel) experience he desperately needed.

Fortunately, the whole course was rapidly adapted* to be delivered as a series of Zoom sessions, which D.C. enjoyed immensely and wholeheartedly engaged with every week.

At the beginning of the year, as Covid-19 restrictions were relaxed, D.C. was finally allowed to start going back into the test centre to complete the practical part of his training, which happily he did. D.C. is now fully qualified and holds an RTITB Forklift Operator Licence.

D.C. is now looking at his next step and is moving forwards with his life once again. Well done from everyone at Upskill.



OUR IMPACT

Enfield IPS

The Working Well Trust Enfield IPS service completed its first year ending March 31st 2021 after taking over the service from the previous provider Remploy. Q1 of the service saw the recruitment and induction of two Employment Specialists (a 1.0FTE and 0.5FTE), and a continuation of support to those clients transferred from the old provider. Due to remote working being standard operating over the first four months of the service, all staff continued to support clients, and ES staff were supported by the Team Lead via digital and virtual means, utilising software such as MS Teams and Zoom, and using phone/e-mail communication to a higher degree. Although a challenge within a new style of working, staff were able to undertake employer engagement via digital means and create meaningful contacts with local business/companies to create interview/informal chat opportunities and support clients into working roles. During times where restrictions were eased, IPS staff managed to physically integrate themselves into the mental health teams they are based within, which lead to working more collaboratively and holistically as traditional IPS should be.

Outcomes for Enfield IPS for the year were as follows:

- Referrals (those referred to service under Enfield secondary MH services): 88

- Engagements (those undertaking registrations onto service): 51
- Job Starts (those starting 1st jobs): 14
- Job Sustains (those who remain in work at least 13-weeks): 8

One of the highlights regarding the job start outcomes that the Enfield IPS service achieved was the diversity of jobs obtained. This demonstrated that staff continued to work towards IPS fidelity & principles; obtaining opportunities based on individually tailored client preferences. Some examples of the diversity of jobs include a Marketing Manager, a Supply Teacher, a Customer Service Advisor, an Engineering Trainee, a Letter Distributor and a Plant Area Assistant.

The determined hard work of Enfield IPS staff was also noted by BEH Mental Health Trust clinical team colleagues over the course of the pandemic-struck year, with one providing the following feedback in the context of a client's success story being shared:

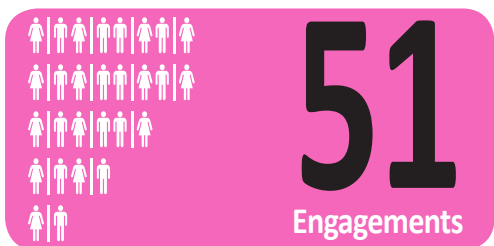
"It has been a really tough year for [client] and the support of [Employment Specialist]... cannot be underestimated. It is about time we started to celebrate the valuable work undertaken by our team of unsung heroes. It is always quite soul destroying in the team meeting when there is

no positive news... It's time to celebrate how hard we have all worked this past year."

Clients under the service have shown their appreciation towards IPS staff in what was ultimately an extremely challenging year for finding work opportunities when so many others were being put on furlough schemes or being made redundant. Below is a quote from one such client in regards to their journey with Enfield IPS, demonstrating the positive impact the service has had for them:

"I was a graduate struggling to cope with the harsh environment of the graduate life whilst also battling with my mental health which has plagued me for more than half a decade. My employment specialist has helped me rebuild my confidence by helping me find work, and get my life moving again. I could not have gotten into work without her. I am now in a position to work and deal with my mental health to move forwards with my life, build my CV and establish a prosperous career.

I feel motivated to get up for work every day and I could not have done it without you."



OUR IMPACT

Digital Inclusion Project

The purpose of the Digital Inclusion project is to reduce the isolation of Working Well Trust clients during the pandemic by providing them with equipment and training so that they can continue searching for work, arrange for essential services digitally, and stay connected with family and friends.

The Digital Inclusion project aimed to deliver the following:

- Accurate assessment of clients' needs
- Delivery of appropriate equipment
- Hardware set up
- IT and peer support training to ensure clients could use their equipment confidently to achieve their stated goals.

The grant from the National Lottery allowed us to loan out over 40 laptops.

Case Study

"I am in my late 30s, and I have had a long-term mental health condition which is now stable. Because of this I have been out of work for a long time.

During the pandemic, libraries closed, and it was difficult for me to access any IT. Because of that I couldn't do any training. I had to wait 6 months for peer support training that I had already signed up for. I also have an 18-year-

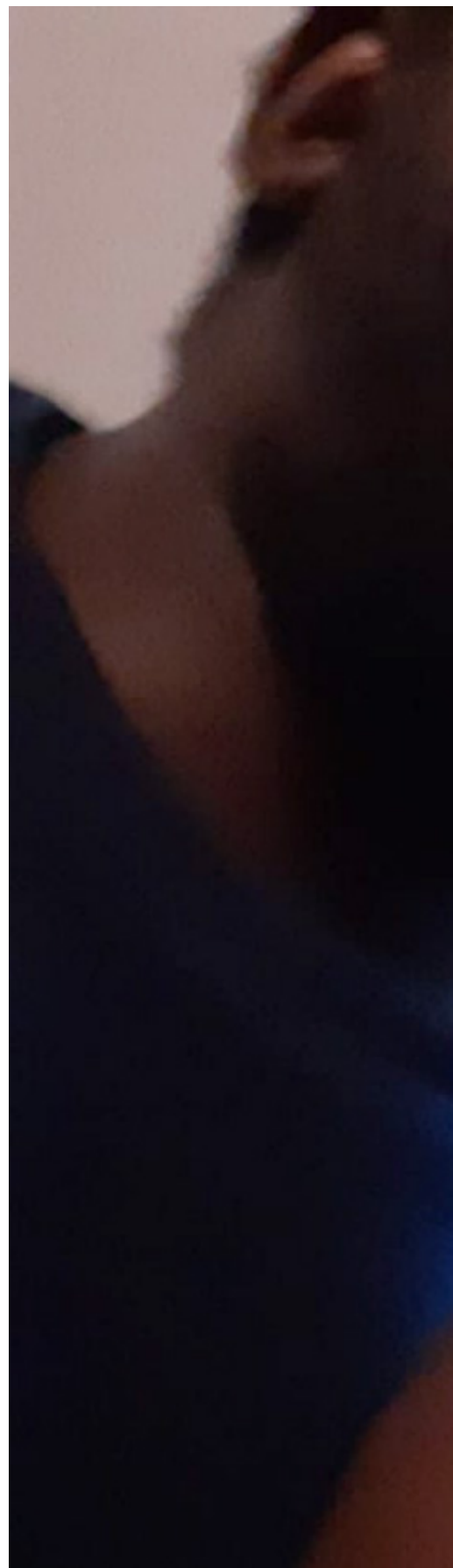
old son who I live separately from and it has been difficult to communicate with him.

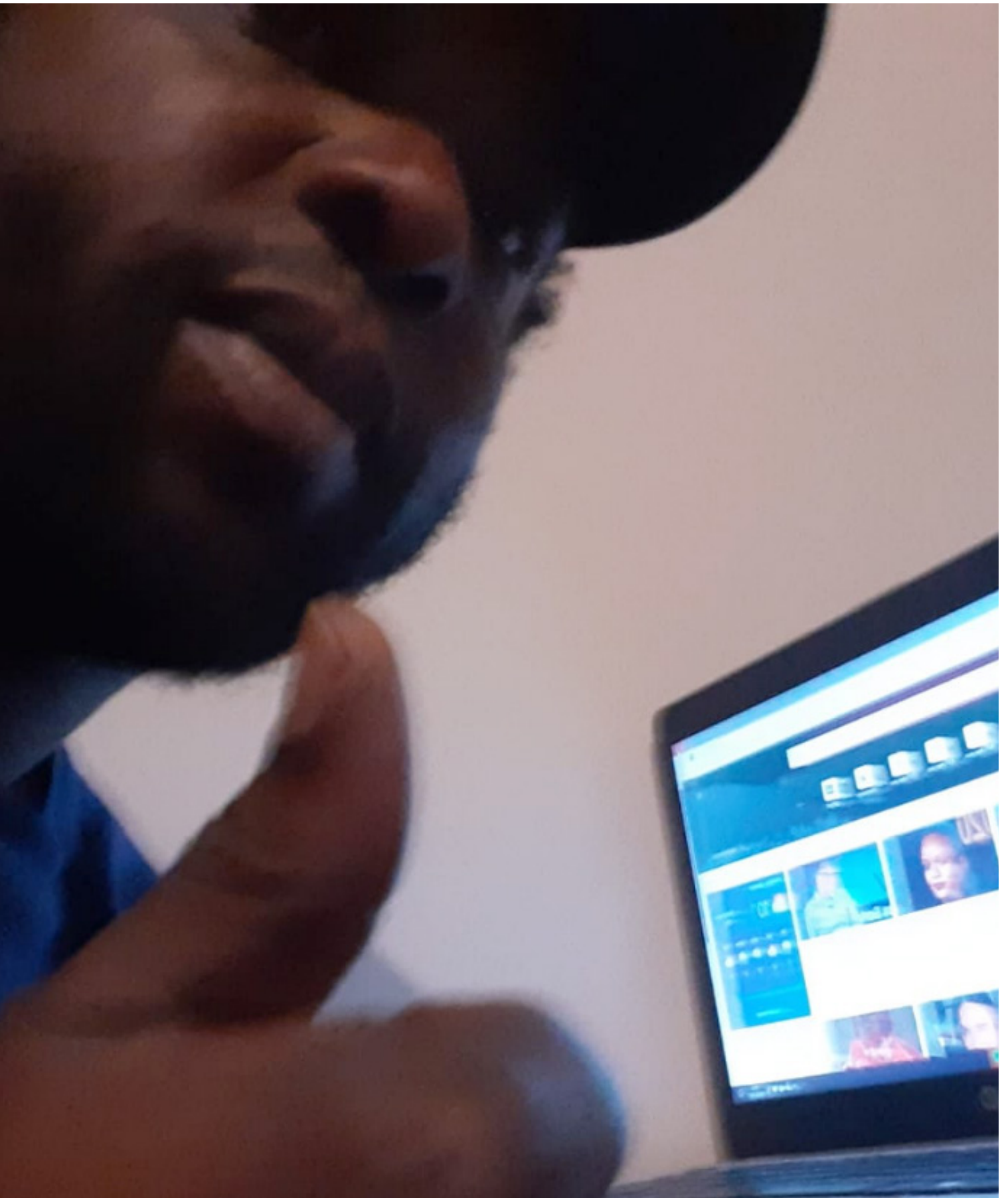
My church has been a very important source of support over the last year. I have been attending online church meetings twice a week on my phone but I couldn't see the people I was talking to and if my phone rang it would cut me out of the Zoom meeting.

The Working Well Trust Digital Inclusion project provided me with a laptop, dongle and sim card. The Working Well Trust IT trainer helped me to install the dongle. I wouldn't have been able to do that on my own. The Peer Support Worker sent me an IT handbook to help me with the basics.

I am now participating in the Peer Support Training I have waited so long to start. I quickly found out the online training required too much data on my sim card plan, so Working Well Trust bought me extra data straight away so I could continue with my training.

The equipment I received from the project has helped me to talk to the people who support me. I am even using the laptop to be creative and write poetry!"





FUNDRAISING

During 2020/21 we secured:

Digital Inclusion Project – £33,014

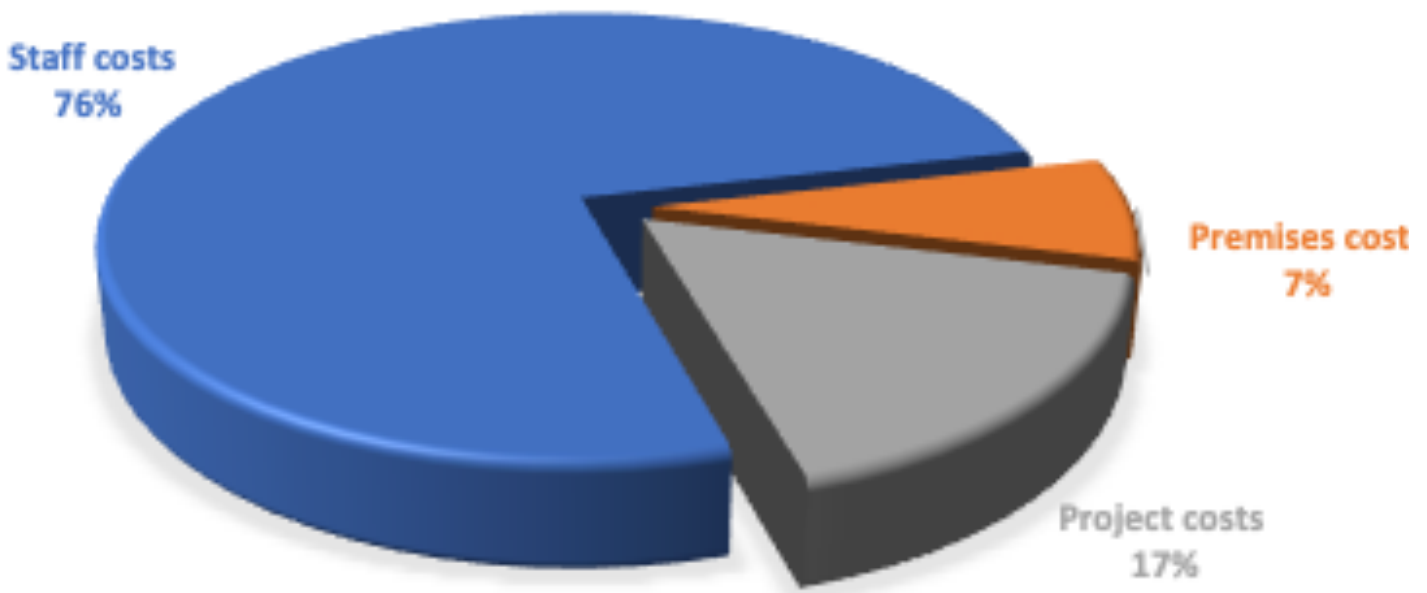
COVID Fund - £20,000 towards Head Office Costs

Paddington Development Trust – £1,197

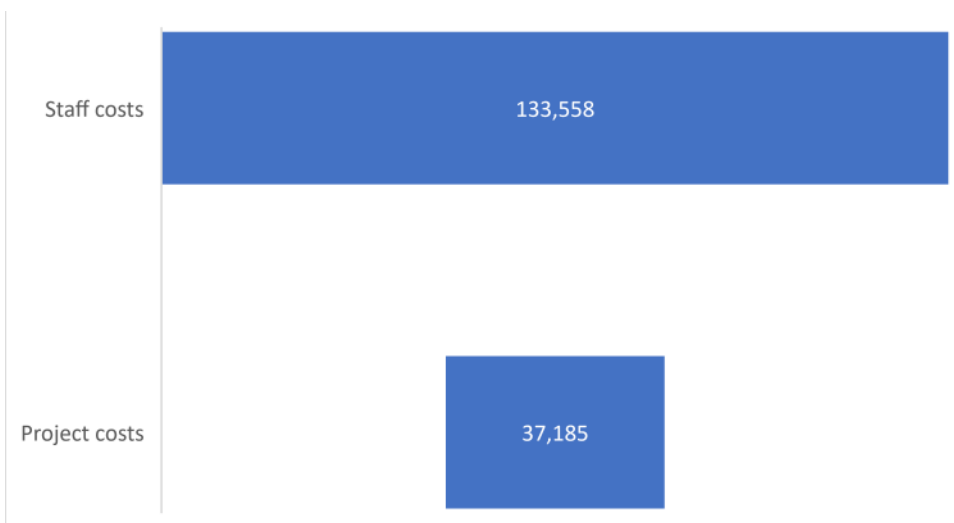
Economic Development - £11,000

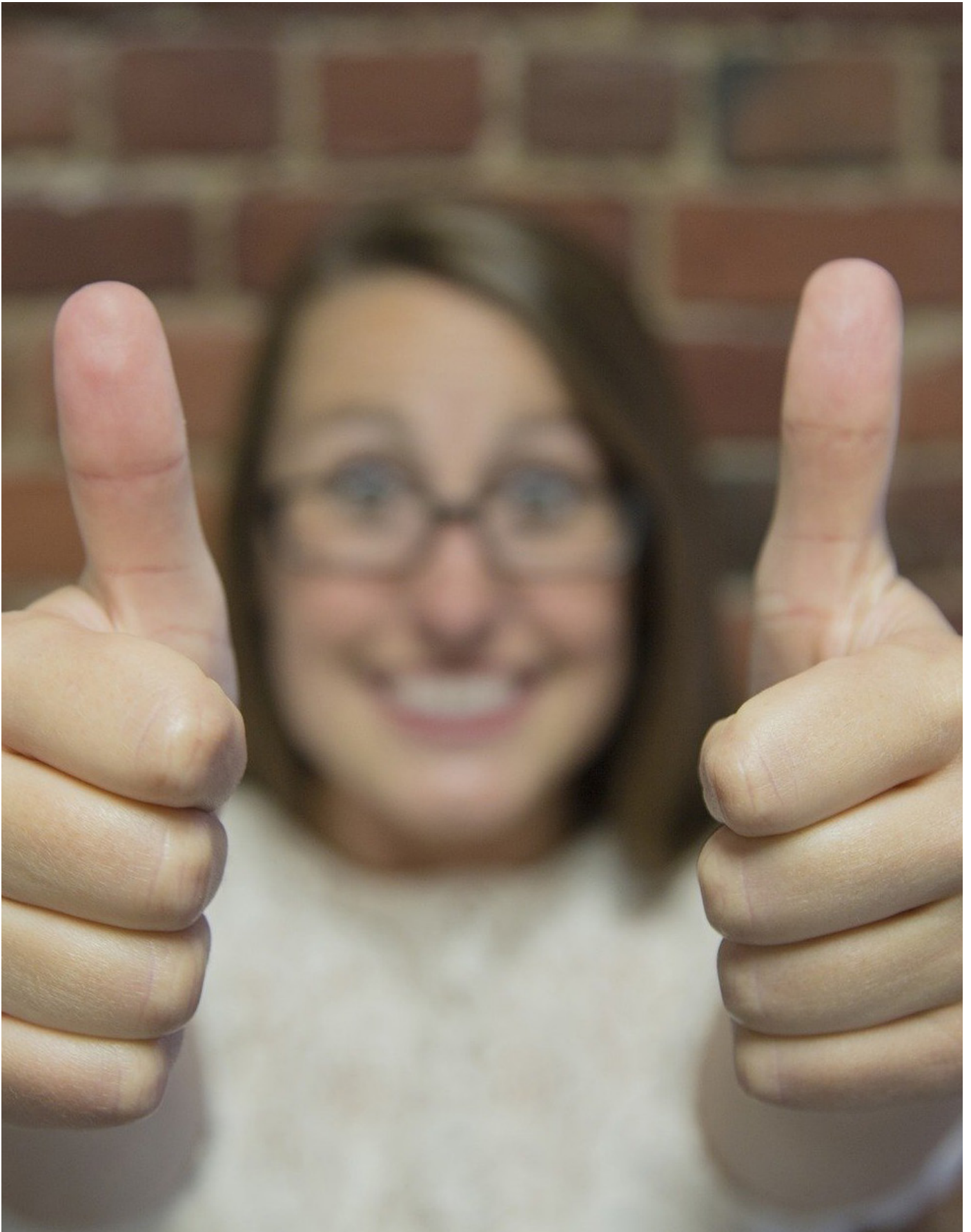
Where your money goes:

The chart shows below that over three quarters of our expenditure is related to staff costs. This reflects our commitment to maintaining the quality and variety of service delivery. Over the last few years we have increased the staff team from under twenty staff to a current team of over thirty.



The majority of our governance costs also relate to staffing and core functions.





OUR PLANS

Working Well Trust has set the following objectives in our Strategic Plan for 2019 – 2024

RECOGNISE THE IMPORTANCE OF WELLBEING

VALUE EXPERTS BY EXPERIENCE IN OUR WORKFORCE

DEVELOP NEW EMPLOYMENT SERVICES

BECOME A LEADER IN COMPLEX RETENTION SUPPORT

EXPAND THE SOCIAL ENTERPRISE TRAINING OFFER

STRENGTHEN THE ORGANISATION THROUGH GROWTH

In the plans for 2020 and beyond, we added the following objectives to our plan

Staff:

Recognise staff wellbeing importance as part our wellbeing plans

Look at new ways of supporting staff development

Co-Production:

1. Co-Production group to be developed

Improve Communication:

- New website including client survey
- Plans to promote services
- Client induction pack

For 2021/22 we are looking to focus our expansion on the IPS services. We hope that once we are established in an area we can look to develop Upskill, Business Advice and peer support services.



Despite the additional challenges that came with operating during the pandemic, the Trust has made progress in achieving the aims of the Financial Recovery Plan agreed last year. We have since learnt that our contracts in Kingston, Enfield and Tower Hamlets have been extended which has given us confidence that we will continue to make further progress towards achieving greater financial security.

Analysis

Working Well's income grew during 2020/21 as we secured new income from the Paddington Development Trust, the Economic Development Trust and the National Lottery. The Enfield contract has also been expanded to double the original contract. Although the organisation grew in 2020/21 the position remains challenging due to the account showing an overspend of unrestricted funds.

For the year ended 31 March 2021

	2021 Total £
Income from:	
Donations	7,582
Charitable	
Vocational training & support	
Sew and support	101,285
Access	142,135
Hub support	140,958
Upskill	108,485
Reskill	1,948
Kingston	163,013
East End Comm Fund	3,907
Tower Hamlets CCG/IPS	408,000
Pilgrim Trust	28,833
In Work Research	39,400
Enfield	106,088
Digital Project	53,014
Total	1,304,648

For the year ended 31 March 2021

	2021 Total £
Expenditure	
Sew and support	93,147
Access	167,147
Hub support	130,147
Rework/IPSTH	402,193
Upskill	104,428
Reward	-
Enfield	106,088
Pilgrims Trust	26,192
IPS/Growth	-
Kingston	162,722
Industry Expert	3,903
Inwork research	26,542
Digital Project	29,361
Other project costs	28,475
Total	1,281,178

Pensions

Working Well Trust offers staff the option to join a defined contribution workplace pension scheme operated by Standard Life or for our employer contribution to be paid into any personal pension scheme of the staff member's choosing.

Financial Health

As of 31 March 2021 the accounts show an accumulative deficit of £71,591, which is an improvement of over £23,470 from the previous year. This follows income and expenditure figures which show a surplus of £23,470.

FINANCIAL REVIEW

Financial plans

We have continued with our commitment to meeting the goals of the Financial Recovery plan to ensure that the organisation is secure, is able to sustain our services and to build our financial strength. To date we have:

Reducing costs

Restructured the enterprise teams to reduce costs

Fundraising strategy

Focused on unrestricted funding opportunities

Performance

Met the majority of our performance targets

Goals

Set an annual surplus target

Government support

Made use of furlough scheme

Going Concern

We have continued our focus on improving the financial strength of the organisation over the last year. The actions below were agreed for the 2020 accounts and progress has been made. The Board of Trustees will continue to monitor the progress has the Financial Recovery Plan and will make further decisions when necessary.

Reducing costs

Changed the structure of the enterprises to reduce staff costs, making a saving of over £59,000.

Update:

Posts were made redundant in the last quarter of 2020/21.

Investment in skills

Expanded the Board of Trustees to enhance the range of financial, strategic and specialist skills
Brought in a new Financial Director to strengthen our financial systems, reporting and strategic planning.

Update:

Financial Director has been in post for 9 months, introduced new systems and reporting.

Fundraising strategy

Strategic focus on increasing unrestricted income.
Introduced scoring criteria to assess opportunities that match our strengths and best meet our financial plans.

Update:

New income (£127,000) secured through the expansion of the Enfield service. Income is unrestricted and not payment by results.

Performance

Worked with our commissioners to introduce KPIs that reflect the impact of COVID-19 in our payment by result contracts.

Update:

Both Tower Hamlets and Enfield agreed changes. Both have continued to honour the revised KPIs for the remainder of the calendar year.

Goals

Set an annual surplus target of £50,000 in 2022

Implement further remedial actions when necessary

Update:

Surplus target set.

Government support

Made use of furlough scheme, for example in 2020/21 we claimed £38,877. Granted a bounce back loan of £30,000, repayments of £532 per calendar month will start in November 2021.

Update:

In May we fully furloughed one member of staff and flexi furloughed two other members of staff.

HMRC debt repayment

Update:

We have continued to meet the current HMRC payments and payment plan commitments for overdue payments from the previous year. The repayment will be completed in June 2022.

Going Concern

The Board of Trustees are confident that the above steps will secure the future of the Trust. The Trustees undertake a monthly review of the current financial situation to continually assess whether the Trust can be considered a Going Concern and have completed the review again in preparation of these accounts. The Trustees reviewed the risks that could impact on our ability

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FINANCIAL REVIEW

to meet our liabilities in good time including the accuracy of our income forecasts. After reviewing all the information, the Trustees agreed that the Trust was a Going Concern but to ensure they are being vigilant in their responsibilities as Trustees they will continue to monitor the position on a monthly position for the next twelve months.

The Trustees also reviewed the security of our income in the longer term. We are fortunate that all contract income has been secured for the next two years, and the Enfield contract income has doubled in 2021. We will continue to focus on securing unrestricted funds to help us address the unrestricted deficit position.

As stated above, we reduced our expenditure to as part of the recovery plan. We have again reviewed all cost areas but at this point no further significant savings are planned.

We also maintained our existing borrowing facilities, although this is rarely required and only in the short term. We have the ability to borrow more in the short term should we need to.

The security of the contract and grant income means that our cashflow will remain positive over the next eighteen months, even without new income being secured or generated.

We are on schedule to achieve a surplus of approximately £35,000

in March. The Board of Trustees will thereafter set a minimum annual surplus target of £50,000 to initially resolve the deficit and to then build up reserves.

In conclusion, the Board of Trustees understand that the negative unrestricted funds raise concerns about the Trust's ability to sustain activities. However, the Board of Trustees have agreed with Management to commit to taking remedial actions to reduce costs, to build on the security of the current contracts and to increase income to address this unrestricted fund position.

Reserves Policy

The Trustees aim to maintain free reserves in unrestricted funds at a level which equates to approximately three months of unrestricted charitable expenditure. The Trustees consider that this level will provide sufficient funds to respond to applications for grants and ensure that support and governance costs are covered. The Trustees consider that a level of three months is sufficient at this time given our current contracts and grants.

The balance held as unrestricted funds at 31 March 2021 was a deficit of £98,994. It is therefore a financial priority for the Trust to improve the position with a minimum annual target of £50,000 unrestricted income surplus to gradually reverse the current deficit and to slowly build the required reserves.

Disclosure of information to auditors

Each of the persons who are trustee at the times when this trustees' report is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the charity's auditors are aware, and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Financial Policy

Working Well Trust's Financial Policy is reviewed annually.

The policy covers:

1. Role of the Trustees
2. Income/Expenditure, Budget
3. Audited Accounts
4. Income
5. Expenditure
6. Cash book and Bank Statements
7. Fixed Assets
8. Petty Cash
9. Cheque Books and Cheque Signatories
10. Cheque Requisition Procedure
11. General Security
12. Postage, Couriers, and Other Means of Carriage
13. Staff and Management Committee Expenses
14. Staff Remuneration
15. Contracts with Others



GOVERNANCE

Working Well Trust's vision is for people who have mental health needs, learning disabilities and Autism to have the same employment opportunities as the rest of society, free from discrimination, bias and stigma. We believe that everyone has the right to work and that employment can support an individual's personal recovery.

Our purpose is to promote the personal recovery of people through support, training and employment.

We do this by:

- Supporting people to enter and retain employment
- Offering training opportunities
- Providing recovery-based activities and social connections
- Creating an active environment which allows people to achieve personal outcomes such as increased confidence and resilience
- Supporting people to achieve their goals

Leadership

The organisation is led by a Board of Trustees as defined in our Memorandum and Articles of Association. The Board, with the support of the work of the Sub-Committees, sets the strategy for the Trust, as well as supporting the Chief Executive and staff team to develop and deliver services. They are responsible for our statutory compliance and risk assessment.

Board Membership

Along with being trustees the board also hold other positions in the Trust

Phil Evans	Chair of Trustees, member of the Governance and Digital working groups, member of the Finance sub committee
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Neil Lukha	Treasurer and Finance Sub Committee Chair
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Julia Ingall	HR Sub Committee Chair
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Martin Bould	Strategic Development Chair, member of the Governance Working
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Ollie Brothwood	Member of the Digital Working Group
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Phil Stitson	Member of the Strategic Development and Finance sub-committees, and member of the Governance working group
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Brigid MacCarthy	Member of the HR Sub Committee
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Victoria Derkash	Member of the Strategic Development Sub-Committee and Governance working group
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Caroline Atkinson	Member of the Strategic Development Sub-Committee
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Senior Team

There are three members of the Senior Team, the Chief Executive, Operations Director and Finance Director.

The team are responsible for delivering the board's plans and supporting staff.

Measuring Leadership Performance

The Trustees have committed to an annual review of their performance of the Charity Governance Code. To this end the Governance Working Group has been created to complete a full assessment and develop an improvement plan, which will then be reviewed annually.

All staff undergo an annual appraisal.

Public Benefit Statement

The Trustees have paid due regard to the Charity Commission guidance in Section 17 of the Charities Act 2011 on public benefit when setting the activities of the charity.

Integrity

- Working Well Trust has clear and thorough monitoring systems to ensure that we use our funders' money effectively and in line with our contracts.

- Sub-committees and the board review the decision making processes to ensure we meet our own standards as well as regulators such as the Charity Commission and the Centre for Mental Health.
- We undertake quarterly anonymous questionnaires with clients to ensure we are delivering the services they want at the highest standard.
- We have registered with the Fundraising Regulator to ensure our fundraising activities are in line with best practice.
- We comply with GDPR to ensure our clients, staff and funders information is protected.

Avoiding Conflicts of Interest

Trustees and senior team complete a conflict of interest form annually and declarations are requested at the beginning of each board meeting. Where there is a conflict the staff member or trust member is unable to participate in the discussion and has no voting rights.

The Trustees and Chief Executive review all declaration in line with the Charity Commission guidelines, the accounting requirements for charities laid down in the Statement of Recommended Practice (SORP) and HMRC 'fit and proper persons'.

There were no externally reportable conflicts of interest in 2020/21.

Transparency for Funders

We understand that we have a responsibility to be transparent with our funders about how they donation, contract or grant is spent by Working Well.

As part of this responsibility, we ensure that we are clear how income is spent and for what purpose. Financial controls are in place to enable us to monitor spending and income against specific activities and services. Reports are run monthly, quarterly and annually, and are reviewed by our Finance Sub-Committee and Board of Trustees.

Where required we share information with funders but will always do so within the data protection rules, such as providing anonymised information on client activities and outcomes. We will also not share information about staff or volunteers if there is a dispute until there is a resolution, and only information relevant to funders will then be disclosed.

Modern Slavery and Human Trafficking

We are committed to ensuring modern slavery and human trafficking are not present in our supply chains. This includes undertaking due diligence checks with sub contractors and suppliers, and our contracts require sub-contractors and suppliers to also meet their legal obligations.

Environment

Working Well is committed to being an environmentally responsible organisation and

have implemented new practices to reduce our carbon footprint including recycling and reducing printing in-house. We have also offer staff support with cycling to work, reducing unnecessary travel through remote meetings, and sharing resources where possible. We have also eliminated the use of one-use plastic from all our sites.

Equality and Fairness in Pay

We are committed to offering staff good levels of pay (for our sector) so that we can attract and retain staff with the right skills and approach to meet our clients' and funders needs. We are a Living Wage employer and no posts within Working Well are below this level.

Remuneration Decisions

The remuneration decisions are agreed by the HR Sub Committee. The committee consists of two trustees, the Chief Executive and two staff representatives.

Recommendations from this committee are considered for approval by the full board without the presence of staff.

At present all staff, including the senior team, are awarded a flat percentage increase each year. No other remuneration decisions are currently considered.

Pay Policy

Our pay policy is based on sector practice and NHS England guidance for the IPS team members. We do not currently offer individual pay decision based on performance.

GOVERNANCE

Pay Principles

Working Well Trust adheres to the UK government's statutory and living wage rates. We ensure that all staff delivering similar roles within each project are paid the same. We set an annual pay budget taking into account contract requirements, affordability and external pay trends.

Senior Staff Pay

No staff member is paid over the disclosure threshold.

Decision-making risk and control

We have implemented new systems to ensure that the board and senior team are making evidence based decisions including awareness of significant risk issues. The CEO provides a quarterly report to the board including an update on risk issues covering financial, operational, external, governance, regulatory and compliance. In addition to the full board review, the sub-committee teams review risks related to their area of work.

Trustee Board responsibilities

The Trustees (who are also directors of Working Well Trust Ltd for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that

law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs if the charitable company and if the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

1. Select suitable accounting policies and then apply them consistently;
2. Observe the methods and principles in the Charities SORP FRS102 (2019);
3. Make judgements and accounting estimates that are reasonable and prudent;
4. State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
5. Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation;

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from the legislation in other jurisdictions.

Financial responsibilities

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with the applicable law and regulations. We comply with charity law requiring the trustees to prepare financial statements each financial year in accordance with the UK Generally Accepted Accounting Practice. Under charity law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity, and of the surplus and deficit for

that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going-concern basis unless it is inappropriate to presume that the charity will continue to operate.

The Trustees are responsible for keeping proper accounting records. These must be sufficient to show and explain the charity's transactions, and disclose with reasonable accuracy at any time the financial position of the charity, and enable them to ensure that the financial statements comply with the UK Charities Act 2011 and applicable accounting regulations. They are also responsible for safeguarding the assets of the charity including taking reasonable steps to prevent and detect fraud and other irregularities.

Financial statements are published on the Working Well website.

Financial Oversight

The strategic management of Working Well Trust is entrusted to the Trustee Board (also known as the Management Committee). The Chief Executive is responsible for executing the board's decisions as well as the day to day management. The Chief Executive delegates authority to the other senior team members, currently the Operations Director, project leads and Finance Director. Financial authority is granted by the approval of specific budgets to the project leads.

Each contract has a detailed budget and business plan for each year. Where a contract has multiple projects and project leads, a separate budget will be created for each project.

Budgets are reviewed quarterly and reforecast when appropriate.

The finance team are involved in the tendering and application process for new income streams, and the planning of new activities and contract agreements.

Financial Reporting

There are two main elements of financial reporting:

1. Annual Report and Accounts – to ensure we meet with our responsibilities outlined previously.
2. Monthly accounts and statutory returns - to support the board and senior team to make ongoing financial decisions.

Financial Policy

All staff, volunteers and trustees must comply with the Trust's financial policies and procedures without exception.

Financial Sub-Committee and External Audit

The Financial Sub-Committee oversees the work to prepare for the external audit. This committee also recommends the appointment of the external auditors to the Trustee Board.

Risk Management

The Trustee Board reviews risks at every board meeting and specific risks are addressed within the sub-committee meetings. We have adopted the NCVO risk management register to assess and agree mitigating actions.

We have also developed a business continuity policy and procedure to respond to a significant event or crisis.

Financial Risk

The most significant short term financial risk for the Trust is the income uncertainty due to commercial income and payment by result activities. We have taken action to mitigate these risks by significantly reducing commercial targets and by agreeing new KPIs with our main funders. Commercial income and performance levels are monitored regularly as part of risk management.

The most significant long term financial risk for the Trust is funding uncertainty. To minimise

GOVERNANCE

this risk a fundraising strategy is agreed annually, and progress reviewed quarterly.

Non-Financial Risks to Working Well:

People Risks

We have developed new systems to promote staff wellbeing during this challenging period. In addition to the EAP offer we have conducted staff surveys and introduced new flexible working practices. We have now agreed to appoint a staff Wellbeing Lead who will work with the HR Sub Committee to develop new ways of supporting staff over the coming year.

As a small organisation we understand that career progression opportunities are limited and therefore we are looking at new ways to support staff development. We understand that this may eventually result in increased staff turnover but anticipate that these will result in increased staff engagement.

Fundraising Statement

At present we do not undertake any fundraising activities other than grant and tender applications. All applications and tenders are completed by Working Well staff (CEO with support from senior team) as no external contractors are used. All applications and tender adverts must meet an internally agreed standard based on the agreed criteria including:

- Shared values
- Contribution

- to organisational strength and aims
- Meeting core aims
- Delivery capacity
- Innovation
- Sustainability

The Strategy Development Sub-Committee monitors the fundraising activities of the Trust and this is also reported to the full Board of Trustees. The Finance Sub-Committee reviews progress of applications against the Trust's financial plans.

The CEO is experienced in writing tender and grant applications. To ensure standards are maintained drafts are shared with the senior team members and summaries are shared with the relevant committees.

We have not and do not intend to include vulnerable people in our fundraising activities. Where funders have contact with our clients we ensure that these meetings are facilitated in a way that ensures our clients are treated with respect and their personal information is protected. Clients are provided with support prior and post meetings.

We have not received any complaints about any fundraising activities of the Trust in the reporting period.

Our fundraising strategy is set annually and reviewed quarterly by the Strategic Development Sub Committee.

Fundraising Standards and Regulation Compliance

All fundraising is compliant with the Fundraising Regulator's Code of Fundraising Practice.

Trustee Board effectiveness

Appointments to the Trustee Board Trustees are mainly recruited through volunteering initiatives such as ELBA and Reach. Recruitment to the board is now based on a regular trustees' skill assessment which identifies areas to be strengthened. Potential trustees submit a curriculum vitae to the board and if they are considered suitable they are invited to meet with the Chief Executive and a member of the board. At the meeting the role of the trustee is explained and the candidate can ask questions. Interested candidates are then invited to observe a board meeting. New trustees complete an induction process which includes information from the Charity Commission on their responsibilities and key personnel within the Trust. The induction has also been adapted to promote the recruitment of people with lived experience of mental health, learning disabilities and Autism to the board of trustees.

Maintaining Independence

All trustees must declare any conflicts of interest in line with our Conflict of Interest policy. At the beginning of each board meeting the trustees are asked to declare any conflicts specific to the agenda items of that meeting.

Each board meeting's actions logged which are reviewed at each meeting.

Length of Service

At present there is no limitation on the length of service for each role within the board. This is being reviewed as part of the governance improvements and is likely to change within the next twelve months.

Trustee Board Meetings

The Trustee Board meet formally four times a year. The standing agenda item includes finance, operational updates covering performance and strategy.

The Senior Team attend the meetings but do not have any voting rights.

We hold an annual strategy planning event with trustees, staff, clients and other stakeholders to discuss opportunities and areas of developments.

Openness and accountability

Co-Production Commitment

Co-production is a way of working that involves people who use our services, carers, service stakeholders and the community to design, deliver and evaluate our services. It is based on respecting people's strengths, mutual respect and recognising every contribution.

Working Well Trust is committed to using the co-production approach in all of our services and in how

those services are delivered. For example:

In the enterprises – clients work with staff to decide how commercial work is prioritised and how the training is delivered to meet their individual needs.

In the employment services – clients lead on action planning by identifying their strengths and aims, and then work with the staff to reach their goals.

Serious Incident Reporting

No serious incidents were reported during 2020/21.

Raising Concerns Internally

Staff and clients are encouraged to concerns as soon as they arise under the Complaints Policy. Most matters can be resolved informally but where necessary the policy sets out a formal procedure. Regardless of the outcome of the complaint a review is undertaken to identify what we could learn from the complaint and what we can do to improve the services. The complainant is advised of the results of the review. Complaint responses are reviewed by the HR Sub Committee every six months.

Our Commitment to Safeguarding All staff are trained in safeguarding of vulnerable adults as part of their induction and the training is repeated annually.

We comply with local authorities procedures in reporting and handling safeguarding issues. Where staff are co-located in clinical teams they also comply

with the health authority procedures.

Complaints and Feedback

We collect feedback from clients and customers every month and complete regular anonymous feedback surveys as part of our commitment to continuously improve our services and performance.

Last year one complaint was received and an improvement plan has been put in place to increase staff support during induction.

Certifications and Registrations

(i) Fundraising Regulator – we are registered with the Regulator and are committed to adhering to the Code for all our fundraising activities.

(ii) Centre of Mental Health – we are accredited as a Centre of Excellence for Individual Placement and Support, and regularly conduct fidelity reviews to ensure we continue to operate high fidelity services.

Conclusion

The Annual Report of the Trustees of the Working Well Trust was approved by the Trustees on 01/02/2022 and signed on their behalf by

Phil Evans

Working Well Trust Chair

INDEPENDENT AUDITORS' REPORT

Opinion

We have audited the financial statements of Working Well Trust (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the balance sheet, the statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material uncertainty relating to going concern

We draw your attention to note 1d in the financial statements, which indicates that at the balance sheet date the charitable company has negative unrestricted funds of £ (98,994). Net current liabilities of £ (55,950), total net liabilities of £ (71,591). As stated in note 1d, these events or conditions, along with other matters as set forth in note 1d, indicate that a material uncertainty exists that may cast significant doubt on Working Well Trust's ability to continue as a going concern. The contents within note 1d explain in detail the steps taken by the directors

to ensure the charitable company is able to continue on a going concern basis and what measures they have put in place to ensure its longevity. Our opinion is not modified in respect of this matter.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we are satisfied of the steps taken by the charitable company to continue as a going concern.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditors' report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read

the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment

obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

Other matters – prior period financial statements

In forming our opinion on the financial statements, which is not modified, we note that the prior period financial statements were not audited. Consequently, International Standards on Auditing (UK) require the

auditor to state that the corresponding figures contained within these financial statements are unaudited.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an

INDEPENDENT AUDITORS' REPORT

auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance.
- Reviewing trustees meetings minutes.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside

the normal course of business and reviewing accounting estimates for bias.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an

auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Reema Mistry
(senior statutory auditor) for
and on behalf of Griffin Stone
Moscrop & Co

Chartered Accountants
Statutory Auditors
21-27 Lamb's Conduit Street
London WC1N 3GS

Date: 01/02.2022



FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021

		Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	Note	2021 £	2021 £	2021 £	2020 £	2020 £	2020 £
Income from:							
Donations and legacies	2	7,582	-	7,582	6,150	-	6,150
Charitable activities	3	1,081,479	215,587	1,297,066	834,675	116,272	950,947
Total Income		1,089,061	215,587	1,304,648	840,825	116,272	957,097
Expenditure on:							
Charitable activities	4	1,090,753	190,426	1,281,178	830,224	218,915	1,049,139
Total Expenditure		1,090,753	190,426	1,281,178	830,224	218,915	1,049,139
Transfers between funds		-	-	-	630	(630)	-
Net Movement in Funds		(1,692)	25,161	23,469.73	11,231	(103,273)	(92,042)
Reconciliation of funds:							
Total funds brought forward		(97,302)	2,241	(95,061)	(108,533)	105,514	(3,019)
Net movement in funds		(1,692)	25,161	23,470	11,231	(103,273)	(92,042)
Total Funds Carried Forward	19	(98,994)	27,402	(71,591)	(97,302)	2,241	(95,061)

The Statement of financial activities includes all gains and losses recognised in the year.

The accompanying notes form part of these financial statements

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

BALANCE SHEET AS AT 31 MARCH 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	10	11,858	14,372
Current assets			
Stocks and work in progress	11	1,801	1,801
Debtors	12	63,703	72,938
Cash at bank and in hand		138,450	851
		<u>203,955</u>	<u>75,590</u>
Creditors: amounts falling due within one year	13	(259,904)	(185,023)
		<u>(55,950)</u>	<u>(109,433)</u>
Net current liabilities		(55,950)	(109,433)
Total assets less current liabilities		<u>(44,091)</u>	<u>(95,061)</u>
Creditors: amounts falling due after more than one year	14	(27,500)	-
Total net assets		<u>(71,591)</u>	<u>(95,061)</u>
Charity Funds			
Restricted funds	20	27,402	2,241
Unrestricted funds		(98,994)	(97,302)
Total charity funds		<u>(71,591)</u>	<u>(95,061)</u>

The trustees acknowledge their responsibilities for complying with the requirements of the act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees and signed on their behalf by:

Signature: Date:

Philip Evans
Chair of Trustees

Company Registered number : 2703078

The accompanying notes form part of these financial statements.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Cash Flows from operation activities		
Net cash used in operation activities	<u>119,503</u>	<u>1,671</u>
Cash flows from investing activities		
Purchase of tangible fixed assets	- 4,058	-9,465
Net Cash used in investing activities	<u>- 4,058</u>	<u>-9,465</u>
Cash Flows from financing activities		
Borrowing	30,000	-
Net cash provided by(used in) financing activities	<u>30,000</u>	<u>-</u>
Change in cash and cash equivalents in the year	145,444	-7,794
Cash and cash equivalents at the beginning of the year	- 6,993	800
Cash and cash equivalents at the end of the year	<u><u>138,451</u></u>	<u><u>-6,993</u></u>

The cash and cash equivalents figure above includes both the cash and the charities overdraft facilities at year end.

The accompanying notes form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

a) Statutory information

Working Well Trust is a charitable company limited by guarantee and is incorporated in the UK. The registered office address and principal place of business is First Floor, Pritchard's Road Day Centre, Marian Place, London, E2 9AX

b) Basis of preparation

The financial statements have been prepared in GBP in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (2019)) and the Companies Act 2006. The functional currency is £ sterling. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

We have continued our focus on improving the financial

strength of the organisation over the last year. The actions below were agreed for the 2020 accounts and progress has been made. The Board of Trustees will continue to monitor the progress of the Financial Recovery Plan and will make further decisions when necessary.

Reducing costs

Changed the structure of the enterprises to reduce staff costs, making a saving of over £59,000.

Update: Posts were made redundant in the last quarter of 2020/21.

Investment in skills

Expanded the Board of Trustees to enhance the range of financial, strategic and specialist skills Brought in a new Financial Director to strengthen our financial systems, reporting and strategic planning.

Update: Financial Director has been in post for 9 months, introduced new systems and reporting.

Fundraising strategy

Strategic focus on increasing unrestricted income Introduced scoring criteria to assess opportunities that match our strengths and best meet our financial plans

Update: New income (£127,000) secured through the expansion of the Enfield service. Income is

unrestricted and not payment by results.

Performance

Worked with our commissioners to introduce KPIs that reflect the impact of COVID-19 in our payment by result contracts.

Update: Both Tower Hamlets and Enfield agreed changes. Both have continued to honour the revised KPIs for the remainder of the calendar year. e) Accounting policies

Goals

Set an annual surplus target of £50,000 in 2022 and 2023 Implement further remedial actions when necessary

Update: Surplus target set.

Government support

Made use of furlough scheme, for example in 2020/21 we claimed £38,877. Granted a bounce back loan of £30,000, repayments of £532 per calendar month will start in November 2021.

Update: In May we fully furloughed one member of staff and flexi furloughed two other members of staff.

HMRC debt repayment Update:

We have continued to meet the current HMRC payments and payment plan commitments for overdue payments from the previous year. The repayment will be completed in June 2022.

Going Concern

The Board of Trustees are confident that the above steps will secure the future of the Trust. The Trustees undertake a monthly review of the current financial situation to continually assess whether the Trust can be considered a Going Concern and have completed the review again in preparation of these accounts. The Trustees reviewed the risks that could impact on our ability to meet our liabilities in good time including the accuracy of our income forecasts. After reviewing all the information, the Trustees agreed that the Trust was a Going Concern but to ensure they are being vigilant in their responsibilities as Trustees they will continue to monitor the position on a monthly position for the next twelve months.

The Trustees also reviewed the security of our income in the longer term. We are fortunate that all contract income has been secured for the next two years, and the Enfield contract income has doubled in 2021. We will continue to focus on securing unrestricted funds to help us address the unrestricted deficit position.

As stated above, we reduced our expenditure to as part of the recovery plan.

We have again reviewed all cost areas but at this point no further significant savings are planned. We also maintained our existing borrowing facilities, although this is rarely required and only in the

short term. We have the ability to borrow more in the short term should we need to.

The security of the contract and grant income means that our cashflow will remain positive over the next twenty four months, even without new income being secured or generated.

We are on schedule to achieve a surplus of approximately £45,000 in March 2022. The Board of Trustees will thereafter set a minimum annual surplus target of £50,000 to initially resolve the deficit and to then build up reserves.

In conclusion, the Board of Trustees understand that the negative unrestricted funds raise concerns about the Trust's ability to sustain activities. However, the Board of Trustees have agreed with Management to commit to taking remedial actions to reduce costs, to build on the security of the current contracts and to increase income to address this unrestricted fund position.

e) Income recognition

Income is recognised when the company has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital'

grants or 'revenue' grants, is recognised when the company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met. Donations are recognised upon receipt of funds.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the company has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the company which is the amount the company would have been willing to pay to obtain services or facilities

of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Government Grants

Grants relating to the Coronavirus Job Retention Schedule are recognised in the statement of comprehensive income in the same period as the related expenditure.

h) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the bank.

i) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

j) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs undertaken to further the purposes of the company and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

k) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Support and governance costs are re-allocated to each of the activity based on contracted project expenditure and staff time.

l) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

m) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Plant and machinery 15% - 20% straight line basis

Office equipment and fixtures and fittings 10% straight line basis

Computer equipment 33.3% straight line basis

n) Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can

be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks.

o) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

p) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account

q) Creditors and provisions

Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Assets purchased under finance leases are capitalised as fixed

assets. Obligations under such agreements are included in creditors. The difference between the capitalised cost and the total obligation under the lease represents the finance charge. Finance charges are written off to the SOFA over the period of the lease so as to produce a constant periodic rate of charge.

r) Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, which is at cost, with the exception of Fixed assets are measured at cost less depreciation

s) Pensions

The company operates a defined contribution scheme and the pension charge represents amounts payable by the company to the fund in respect of the year. The assets of the scheme are held separately from those of the company in an independently administered fund. The company has no liability under the scheme other than for the payment of those contributions.

t) Critical Judgements and estimates

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Depreciation – the Trust exercises judgement to determine useful lives and residual values for tangible fixed assets. The assets are depreciated down to their residual values over their estimated useful lives.

Provisions – provisions have been made against trade debtors; these provisions are an estimate of actual expected outcome and the timing of future cash flows is dependent on future events.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

2 Income from donations and legacies

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £
Gifts	5,140	-	5,140	4,580	-	4,580
Other Income	2,442	-	2,442	1,570	-	1,570
			-			
	<u>7,582</u>	<u>-</u>	<u>7,582</u>	<u>6,150</u>	<u>-</u>	<u>6,150</u>

3 Income from charitable activities

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £
Sew and Support	101,285	-	101,285	111,277	703	111,980
Access	142,135	-	142,135	178,422	-	178,422
Hub support	140,958	-	140,958	66,159	15,536	81,695
Rework	-	-	-	253,172	-	253,172
Upskill	-	108,485	108,485	-	72,971	72,971
Reskill	-	1,948	1,948	-	-	-
Kingston	163,013	-	163,013	107,333	-	107,333
East End Comm Fund	-	3,907	3,907	5,000	-	5,000
Tower Hamlets CCG/IPS	408,000	-	408,000	113,312	-	113,312
Pilgrim Trust	-	28,833	28,833	-	27,062	27,062
In Work Research	-	39,400	39,400	-	-	-
Enfield	106,088	-	106,088	-	-	-
Digital Project	20,000	33,014	53,014	-	-	-
	<u>1,081,479</u>	<u>215,587</u>	<u>1,297,066</u>	<u>834,675</u>	<u>116,272</u>	<u>950,947</u>

Included in above are government grants received in the year in respect of the Coronavirus Job Retention Scheme (Furlough Income) for £38,877.

4 Analysis of expenditure

	Direct costs £	Direct Staff costs £	Depreciation £	Support £	Total 2021 £	Total 2020 £
Sew and Support	33,388	57,089	305	2,365	93,147	123,580
Access	61,170	102,314	1,931	2,565	167,982	181,847
Hub Support	1,807	126,666	297	1,377	130,147	71,171
Rework/IPSTH	44,505	284,229	752	72,708	402,193	290,762
Upskill	1,841	92,410	732	9,445	104,428	73,947
Reward	-	-	-	-	-	66,283
Enfield	1,813	77,605	939	25,731	106,088	-
Pilgrims Trust	256	23,397	-	2,539	26,192	31,593
IPS/Growth	-	-	-	-	-	114,899
Kingston	17,128	107,921	1,155	36,518	162,722	94,978
Industry Expert	1,244	2,659	-	-	3,903	79
Inwork research	533	21,851	157	4,000	26,542	-
Digital Project	21,063	8,298	-	-	29,361	-
Other project costs			304	28,171	28,475	
	<u>184,748</u>	<u>904,439</u>	<u>6,572</u>	<u>185,419</u>	<u>1,281,178</u>	<u>1,049,139</u>

The expenditure above is split between funds as follows £1,090,151 (2020: £830,224) unrestricted expenditure and £190,426 (2020: £218,915) restricted expenditure

4 Analysis of expenditure – Support costs

	2021 £	2020 £
Staff costs	133,558	108,279
Other Staff Costs	5,534	7,740
Project support Costs	31,956	29,834
Premises Costs	-	7,055
Communications & office	771	423
Staff training	1,070	2,154
Insurance	- 1,453	243
Legal and professional	- 1,753	38,868
Travel & Subsistence	43	500
Equipment	700	403
Depreciation	304	1,663
Governance - audit costs	14,689	12,792
Support costs	-	423
	<u>185,419</u>	<u>210,377</u>

5 Net income / (expenditure) for the year

This is stated after charging:	2021 £	2020 £
Depreciation	6,572	11,328
Auditors' remuneration (excluding VAT):		
- Audit	14,689	12,791
	<u>14,689</u>	<u>12,791</u>

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	859,385	647,134
Social security costs	71,621	39,302
Employer's contribution to defined contribution pension schemes	41,299	43,740
	<u>972,305</u>	<u>730,077</u>

No employee earned more than £60,000 during the year (2020: nil).

The company trustees were not paid or received any other benefits from employment with the company in the year (2020: £nil). No company trustee received payment for professional or other services supplied to the company (2020: £nil). No trustees received reimbursed expenses in 2021 or 2020. Key management personnel comprise the Chief Executive Officer, Finance Manager and Operations Director. Total employee benefits of key management personnel, including figures in note 6 above, were £139,926 (2020: £99,791).

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2021	2020
	No.	No.
Access	2	2
Sew and Support	2	2
IPSTH	15	8
Upskill	4	1
Reward	0	4
Advice	6	4
Kingston	4	4
Industry Expert	1	1
IPS Growth	0	4
Women Project	1	1
	35	31

8 Related party transactions

There are no related party transactions in the year. (2020 – none).

9 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10 Tangible Fixed Assets

	Plant and Machinery	Computer Equipment	Total
	£	£	£
Cost or valuation			
At 1 April 2020	107,850	55,781	163,631
Additions in the year		4,058	4,058
At 31 March 2021	107,850	59,839	167,689
Depreciation			
At 1 April 2020	100,718	48,541	149,259
Change for the year	2,372	4,200	6,572
At 31 March 2021	103,090	52,741	155,831
Net Book Value			
At 31 March 2021	4,760	7,098	11,858
At 31 March 2020	3,737	10,634	14,372

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

11 Stocks

	2021 £	2020 £
Stock items and printing paper	1,801	1,801

12 Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	46,959	67,082
Other debtors	2015	-
Prepayments and accrued income	-	5,856
Grants Receivable	14,729	-
	<u>63,703</u>	<u>72,938</u>

13 Creditors: Amounts falling due with one year

	2021 £	2020 £
Overdraft	0	7,844
Trade creditors	56,414	63,738
Taxation and social security	116,068	75,320
Pension creditor	23,092	20,451
Accruals	61,830	17,670
Bank Loan	2,500	-
	<u>259,904</u>	<u>185,023</u>

14 Creditors : Amounts falling due after more than one year

	2021 £	2020 £
Bank Loan	<u>27,500</u>	<u>-</u>

15 Loans

Analysis of maturity of bank loan is shown below

	2021 £	2020 £
Amount falling due within one year	2500	-
Amount falling due 1-2 years	6,000	-
Amount falling due 2-5 years	18,000	-
Amount falling due more than 5 years	3,500	-
	<u>30,000</u>	<u>-</u>

16 Financial Instruments

	2021 £	2020 £
Financial Assets		
Financial assets measured at fair value through income and expenditure	138,450	851
	<u>138,450</u>	<u>851</u>

Financial assets measured at fair value through income and expenditure comprise cash at bank and in hand.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

17 Pension Commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £41,299 (2020 - £43,740). Contributions totalling £23,097 (2020 - £20,450) remained outstanding at the balance sheet date.

18 Commitments under operating leases

As of 31 March 2021, the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021	2020
	£	£
Within one year	20,121	10,811
Within 2-5 years	53,331	73,452
	<u>73,452</u>	<u>84,263</u>

19 Analysis of net assets/(liabilities) between funds (current year)

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	11,858		11,858
Net current assets/(liabilities)	-110,852	27,402	-83,450
	<u>-98,994</u>	<u>27,402</u>	<u>0</u>
Net assets at the end of the year	<u>-98,994</u>	<u>27,402</u>	<u>-71,591</u>

19 Analysis of net assets/(liabilities) between funds (prior year)

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	14,372		14,372
Net current assets/(liabilities)	-111,674	2,241	(109,433)
	<u>-97,302</u>	<u>2,241</u>	<u>-95,061</u>
Net assets at the end of the year	<u>-97,302</u>	<u>2,241</u>	<u>-95,061</u>

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

20 Movements in funds (current year)

	At 1 April 2020	Income & gains	Expenditure & losses	Transfers	At 31 March 2021
	£	£	£	£	£
Restricted funds:					
Upskill and Reskill	-	110,433	-104,428		6,005
Digital Project	0	33,014	-29,361		3,653
InWork Research	0	39,400	-26,542		12,859
Pilgrim Trust -Women Project	-	28,833	-26,192		2,641
Industry expert - East end Comm fund		3,907	-3,903		4
Capital Fund	2,241				2,241
					0
					0
Total restricted funds	2,241	215,587	-190,426	0	27,402
General funds	-97,302	1,089,061	-1,090,753		-98,994
Total unrestricted funds	-97,302	1,089,061	-1,090,753	0	-98,994
Total funds	-95,061	1,304,648	-1,281,178		-71,591

20 Movements in funds (prior year)

	At 1 April 2019	Income & gains	Expenditure & losses	Transfers	At 31 March 2020
	£	£	£	£	£
Restricted funds:					
MSG	21,971	73,674	-95,645	-	-
Microsoft donation	5,161	-	-	-5,161	-
Goldsmiths	75,810	-	-75,810	-	-
Big Lottery - Reaching Communities	331	-	-331	-	-
Pilgrim Trust -Women Project	-	27,062	-31,593	4,531	-
Capital Fund	2,241	-	-	-	2,241
Hestia - Hub Support	-	15,536	-15,536	-	-
Total restricted funds	105,514	116,272	-218,915	-630	2,241
General funds	-108,533	840,825	-830,224	630	-97,302
Total unrestricted funds	-108,533	840,825	-830,224	630	-97,302
Total funds	-3,019	957,097	-1,049,139	-	-95,061

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

Purposes of restricted funds

Upskill and Reskill

Support to find training and volunteering opportunities needed to develop the skills essential for future employment and wellbeing

Digital Project

The purpose of the Digital Inclusion project is to reduce the isolation of Working Well Trust clients during the pandemic

InWork Research

Works with client to create an individual action plan to help them achieve their employment goals.

Industry expert - East end Comms fund

An initiative for clients to gain industry specific guidance to help ensure a rapid transition into the job role of their choice

Big Lottery - Reaching Communities

This relates to the Big Lottery Fund grant for the Reward Project, which is an IPS employment support programme.

Pilgrim Trust - Women Project

This relates to a grant towards supporting women on low income job to secure a better paid job

MSG

This relates to the Tower Hamlets Mainstream Grant which is funding a joint three year Upskill Programme with Mind in Tower Hamlets and Newham.

Capital fund

This relates to grant funding specifically restricted to capital expenditure.

Transfers

Where restricted projects allow for reallocation of surplus funds to overhead expenditure they have been done through a transfer between funds.

21 Reconciliation of net income to net cash flow from operating activities

	2021 £	2020 £
Net income for the reporting period (as per the statement of financial activities)	23,470	-110,190
Depreciation charges	6,572	11,327
Decrease in stocks		-
Increase in debtors	9,235	32,867
Decrease in creditors	80,225	72,911
Net cash provided by / (used in) operating activities	<u>119,503</u>	<u>6,916</u>

22 Analysis of changes in net debt

	At 1 April 2020 £	Loans; £	Cash flows £	Other non cash changes £	At 31 March 2021 £
Cash at bank and in hand	851	-	137,599		138,450
Overdraft facility repayable on demand	(7,844)	-	7,844		
Loans falling due within one year	-	2,500	-	-	2,500
Loans falling due more than one year	-	27,500	-	-	27,500
Total cash and cash equivalents	<u>(6,993)</u>	<u>30,000</u>	<u>145,443</u>	<u>-</u>	<u>£168,450</u>

23 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

ACKNOWLEDGEMENT

With grateful acknowledgement to our statutory funders



workingwell
trust

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