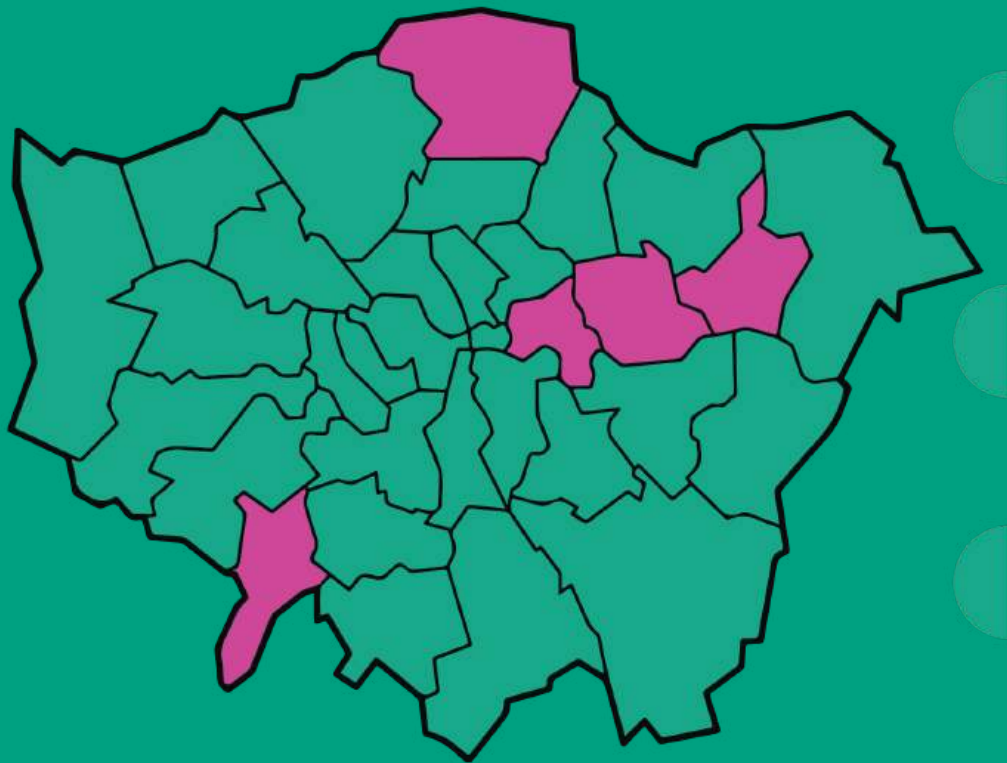




workingwell
trust

ANNUAL REPORT
AND ACCOUNTS

2025



Working Well Trust is a London-based charity, founded almost 30 years ago by a group of passionate mental health professionals. They sought to address the low rates of employment typically experienced by those who have faced mental health issues. The charity supports people to prepare for, seek, sustain, and progress in employment. Since 2019, Working Well Trust has also been providing this support to people affected by learning difficulties and neurodiversity.

CONTENTS

01	<u>Welcome from the Chair</u>	1
02	<u>Chief Executive Statement'</u>	2
03	<u>What we do</u>	3
	Tower Hamlets IPS In-Work Support Business and Enterprise Upskill Kingston Supported Employment Enfield IPS Enfield Thrive in to Work WorkWell IPS Workwise Newham IPS Workwise Barking & Dagenham	
04	<u>Our Impact</u>	6
05	<u>Fundraising</u>	32
06	<u>Our Plans</u>	33
07	<u>Financial Review</u>	34
08	<u>Governance</u>	36
09	<u>Independent auditors' report to the members of Working Well Trust</u>	44
09	<u>Financial statements For the year ended 31 March 2025</u>	49

WELCOME FROM THE CHAIR



“Successful
Expansion
built on **Quality
Support**”

Over the last two years Working Well Trust has doubled in size, in terms of income and employees. I am proud to report that the successful expansion our IPS services in Tower Hamlets, Enfield, Newham and Barking & Dagenham has been possible because of our track record of delivering *person-centred quality services* that meet the needs of clients.

We are now looking at ways to expand the Kingston, Upskill and Employment Hub projects who are working above capacity levels due to the demand for their services.

A key part of this growth has been the strengthening of our Head Office and increasing investment in the development of our team. By investing in our core systems, and team, we have enhanced our capacity to support frontline employees and improve operational efficiency.

Throughout this period of change, our focus has remained firmly on the people we are here to support. Our teams have continued to deliver high quality support, adapting creatively to challenges and ensuring services are able to meet new challenges and needs.

As we look ahead, we do so with confidence and optimism. The foundations we have laid this year position us strongly for the future, and I am grateful to our staff, trustees, partners, and funders for their ongoing support and hard work.

Together, we are building a stronger, more resilient organisation.

Phil Evans
Chair of Trustees

CHIEF EXECUTIVE STATEMENT

“Keeping True To our core values So we can continue Working Well for you”



This has been an exciting, and at the same time challenging, year for the Trust. We are getting used to being a larger organisation, putting in new systems, recruiting new frontline and Head Office employees, working with new partners. We still have some development areas to target but I am confident that Working Well will retain the same core values regardless of size because they are the basis of our success:

- Positive employment support – based on an open referral pathway where the main criteria is that the person wants to work.
- Client focused support – based on building on individual strengths and goals.
- Respectful – particularly the value of lived experience and building relationships based on trust.
- Flexibility – in how we work with people so we meet their needs at that time.

Our expansion has allowed us to reach more people including new locations, offer more tailored support to both people seeking employment and to a wide range of employers. The economic environment has made this job harder than we would have liked. Issues such as rising living costs, inflation, and job insecurity can significantly impact individuals’ ability to access and sustain employment, and the ability of employers to offer recruitment opportunities and to sustain workforce levels.

However, the Board of Trustees, our team, partners and clients are up to this challenge and we look forward to achieving even more success over the coming year. Together, we are building a future where mental health and neurodiversity are not barriers, but sources of strength.

Helen Forster Chief Executive

WHAT WE DO

TOWER HAMLETS IPS SERVICE

PRITCHARD'S ROAD
DAY CENTRE E2 9AX

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 for more information

IN WORK 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 for more information

BUSINESS & ENTERPRISE

PRITCHARD'S ROAD
DAY CENTRE E2 9AX

For clients exploring self-employment, launching a business or charity, and for existing business owners in distress, the B&E Service offers dedicated support.

Contact 020 7729 7557 or info@wwtrust.co.uk for more information

We provide expert one-to-one coaching, guidance on business planning, finance, regulations and marketing, practical templates and resources, interactive workshops, plus peer support and networking opportunities, to help stabilise, grow and sustain ventures with people facing mental health challenges.

UPSKILL

PRITCHARD'S ROAD
DAY CENTRE E2 9AX

Support to find training and volunteering opportunities needed to develop the skills essential for future employment and wellbeing. This can include partial funding for course support to access volunteering, apprenticeships, placements, or finding free accredited training opportunities.

Contact 020 7729 7557 or empservices@wwtrust.co.uk for more information

WHAT WE DO

Our Supported Employment service works with adult residents of the Royal Borough of Kingston with learning disabilities, autism, or mental health issues to take steps towards employment, training, or volunteering. This service follows the British Association for Supported Employment (BASE) framework of Place, Train and Maintain..

Contact the Kingston team on 020 7613 7096 or kingston@wwtrust.co.uk for more information

KINGSTON

PRINCESS COURT
HORACE ROAD
KINGSTON UPON
THAMES
KT1 2SL

Individual Placement and Support (IPS) for clients (SMI) 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 for more information

ENFIELD IPS SERVICE

COMMUNITY HOUSE
311 FORE STREET
EDMONTON
N9 0PZ

Individual Placement and Support (IPS) for clients referred by primary care services 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 for more information

ENFIELD THRIVE INTO WORK

COMMUNITY HOUSE
311 FORE STREET
EDMONTON
N9 0PZ

WorkWell is a service for people who are in a job or looking for one but need support with health-related challenges. Working with them to figure out what they need, offering support from our team and other local services.

Contact WorkWell@wwtrust.co.uk for more information

WORKWELL

COMMUNITY HOUSE
311 FORE STREET
EDMONTON
N9 0PZ

WHAT WE DO

IPS WORKWISE NEWHAM

Workwise IPS Newham supports Newham residents who have serious mental health challenges, who want to work as part of their recovery journey to gain and sustain paid employment through the internationally recognised IPS (Individual Placement Support) model.

**Contact NewhamIPS@wwtrust.co.uk
for more information**

IPS WORKWISE BARKING & DAGENHAM

Workwise IPS Barking & Dagenham supports Barking & Dagenham residents who have serious mental health challenges, who want to work as part of their recovery journey to gain and sustain paid employment through the internationally recognised IPS (Individual Placement Support) model.

**Contact BarkingDagenhamIPS@wwtrust.co.uk
for more information**

2024/2025 At

workingwell
trust

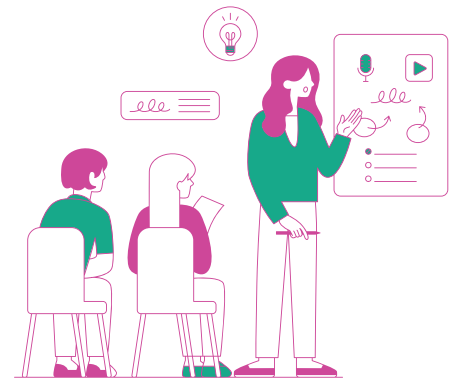
Our Total Active Clients totalled

This year over **2000 people** looked to Working Well Trust for support on their Employment Journey putting their trust in our Service.



Employers we supported

We supported over **200** employers in creating stronger working environments for their employees, helping them feel more confident in addressing wellbeing in the workplace.



Job outcomes

At the end of the year:

- 303** clients had found paid employment
- 329** had entered volunteering, training or education
- 171** clients had been supported to stay in employment
- 325** people were supported in keep their employment



Working Well for London

This year saw Working Well expand into 2 new boroughs meaning we now operate in Newham, Barking & Dagenham, Enfield, Kingston and Tower Hamlets.



Working Well with our Partners

This year we strengthened our partnerships by working alongside Hestia, Shaw Trust, Age UK & Mind



shaw trust





Tower Hamlets IPS

The Tower Hamlets IPS Service began the 2024–25 year as a team of eight, growing to nine Employment Specialists based in the London Borough of Tower Hamlets. This includes one Senior Employment Specialist, supported by the Team Lead.

Employment Specialists are integrated into NHS clinical teams across the borough, collaborating with clinical staff to provide holistic employment support to individuals receiving support for severe mental illness (SMI).

For the financial year 2024/25, the Tower Hamlets IPS service was the best-performing team in London and ranked number 7 nationally, an incredible achievement that reflects the team’s hard work and dedication.

Our team operates under the Individual Placement and Support (IPS) model, an evidence-based approach that helps individuals with mental health conditions access sustainable and meaningful employment aligned with their interests. The core principle of the model is “place, then train,” moving away from traditional employment support models that often required prolonged training or voluntary work before job placement.

Employment Specialists work with local employers to create job-carved opportunities and arrange reasonable adjustments, ensuring both clients and employers receive the necessary support once employment is secured.

The Tower Hamlets IPS service has had a strong year supporting their clients. As shown by their key performance figures:

- Referrals: 580
- Access: 261
- Job starts: 112
- Total number of employment outcomes: 124
- Reported 85 instances of clients sustaining their employment with milestones of 13, 26 and 52 weeks

OUR IMPACT

The Tower Hamlets IPS team has built strong relationships with clients, clinicians and employers. Here are some quotes that demonstrate this:

Client quotes:

“Before this service I couldn’t hold down a job, I struggled to find one and got mistreated in the workplace. But the second I started working with my advisor I instantly found a job and felt more comfortable being there during the recruitment process and during my shifts, all due to what was provided e.g. constant weekly meetings, pre interview prep and the thorough understanding and optional disclosure. Which all is being handled by the most understanding and friendliest staff I have seen and dealt with. They have nothing but your best interest at heart, very hands on and will not leave your side the second you get employed. It’s a forever service.”

"When I first heard about Employment support, I wasn’t sure it would work or help me in anyway, I just thought it was going to be another thing I would try that wouldn’t work. After my first meet with [ES] I left the meeting more enthusiastic and optimistic about finding work. I met with [ES] weekly, and she was always available throughout the week over emails and phone calls to help me with questions I had about applications and interviews. I have currently found work within a much smaller time frame then I could have imagined."

Employer quote:

“Working Well Trust are an excellent team to work with, providing a wide range of talent when we have recruited for various vacancies and are always communicative and supportive throughout the process. We personally have two employees that came through as candidates from Working Well Trust who have grown and thrived in their roles here”.

Clinician quote

“The client was very anxious about applying for work and [ES] has done a great job of guiding him through the process, he told me multiple times about how much he values her support and how much she has helped him have the confidence to take the next steps in applying for jobs.”



Tower Hamlets IPS has been invited to take part in an exciting new pilot service launching in 2025/26, based on the Trieste Model of care at Barnsley Street. Located in Bethnal Green, Barnsley Street is a new site offering a fresh approach to mental health support in the borough. The service is open to anyone in the local area, no GP referral is needed, and individuals can simply walk in. It brings together clinicians, social workers, voluntary sector partners, and peer support workers under one roof, creating a truly integrated and accessible space for mental health care.

The service has seen an increase in the number of people supported into work directly through employer leads. The team has approached Employer Engagement with a collaborative and cohesive strategy. One week per month, Employment Specialists prioritise community time and employer outreach, working together to build relationships with employers offering roles that suit their clients' needs. This has led to more job starts and stronger ongoing connections.

For example, a cleaning company hired one of our clients, and we've now established an ongoing collaboration, with the company regularly sending us local job vacancies. This engagement was led by a new Employment Specialist who joined the team in January.

Dialog Scales show that clients' job satisfaction levels have increased from an average of 2.6 at registration to 4.1 after six months of support (out of 7). This represents a 22% increase in job satisfaction at review compared to the previous quarter.

The service is currently achieving a minimum 40% conversion rate between access and employment starts, in line with 'Good' Fidelity standards.

Goals for 2025/26

The team is looking to create more partnerships with employers and expand its collective knowledge of corporate social responsibility in order to strengthen what can be offered as a service. The service is also bolstering its relationship with the DWP as it looks to continue providing holistic benefits support and maintain high fidelity. This will be built upon in response to government changes, ensuring clients are supported during times of transition. Building on this there will be a focus on team growth to help enable more outcomes for clients and finally the service is looking to implement a Zero Exclusion Action Plan.

OUR IMPACT



In Work Support Service

The In-Work Service (IWS) supports Tower Hamlets residents with mental health conditions and/or neurodiverse needs to remain in work, return to work after long-term sickness absence, and to address workplace causes of poor mental health that place employment at risk. Based at Pritchard's Road, the service provides specialist one-to-one casework, works directly with employers, and delivers targeted interventions that improve health and occupational outcomes.

Alongside client support, the team advises employers on workplace systems and practices, making them more responsive to the needs of people with long-term mental health conditions. In 2024–25, the service was delivered by two retention specialists, allowing a focused response to complex workplace cases.

Between April 2024 and March 2025, the In-Work Service supported 183 clients and worked with 130 employers across Tower Hamlets and enabled 72 people at risk of losing their jobs to remain in work, delivered 140 brief interventions, and produced 86 tailored workplace reports.

Alongside individual casework, the service provided targeted advice to over 100 employers to improve workplace practice. These outcomes demonstrate the value of a focused retention model that combines direct client support with practical guidance for employers.

OUR IMPACT

Performance and impact

- 270 referrals were received
- 183 clients supported in total (including 116 new clients)
- 140 brief interventions delivered
- 85 new employers engaged, with 130 employers supported overall
- 106 employers received targeted advice on mental health and workplace practice
- 72 job retentions achieved through specialist interventions
- 10 clients supported into new employment
- 9 settlement agreements reached
- 92 clients provided with signposting support.
- End of year caseload: 75 active clients and 42 employers
- The team also produced 86 tailored reports for clients and employers, setting out workplace recommendations and adjustments to support long-term improvements

With only two staff members, the service enabled 72 people to retain employment and engaged with 130 employers. This underlines the effectiveness of a specialist retention model that delivers intensive support to both clients and employers.

The In-Work Support Service has worked tirelessly throughout the year to support clients and these examples demonstrate what goes into ensuring people engaging with the service get meaningful outcomes

NS was referred during a period of significant workplace stress and felt unable to manage HR processes alone. IWS provided representation at meetings, ensuring her concerns were properly heard and that proceedings were fair.

“You represented my interests in HR meetings and helped me feel more confident and empowered.”
NS was referred during a period of significant workplace stress and felt unable to manage HR processes alone. IWS provided representation at meetings, ensuring her concerns were properly heard and that proceedings were fair.

GB approached IWS following bullying and discrimination at work, which had left her isolated and distressed. Through advocacy and advice, IWS helped her rebuild confidence and re-engage positively at work.

“Working with WWT rebuilt my confidence and gave me clarity on my rights and options. I am very grateful for the help I received.”

In 2025–26, IWS will focus on strengthening partnerships with employers, embedding learning from casework into preventative practice, and consolidating its training offer. The team will contribute to the Government’s Get Britain Working Review, sharing insights from frontline practice, and present at the Westminster Forum’s conference on Mental Health in the Workplace. The service is well positioned to continue delivering specialist retention support that prevents avoidable job loss, enables clients and employers to agree practical and sustainable adjustments, and strengthens workplace approaches to mental health.

OUR IMPACT



Business & Enterprise Service

Since 2018 the Business & Enterprise (B&E) Service has provided tailored, person-centred support for Tower Hamlets residents living with mental health challenges or neurodivergence and who want to explore self-employment or grow their business ideas. Our mission is to empower people to develop their skills, confidence, and entrepreneurial potential in a supportive environment that recognises that secure wellbeing, reliable advice and experienced guidance are the foundation of sustainable business success.

We offer clients practical business support, confidence-building workshops, peer-to-peer learning opportunities, and one-to-one advice with an expert business advisor. For some, this means turning a creative hobby into a trading enterprise; for others, it means stabilising an existing business during a challenging period. Whatever the stage of development, our service ensures that clients have the right mix of tools, advice, and encouragement to move forward.

Over the year, clients have made strong progress in both business development and professional confidence. Many have gone from early-stage ideas to launching enterprises, securing first revenues, and registering as sole traders or limited companies. Feedback highlights increased self-belief, clearer planning, and better ability to handle financial and practical challenges. Structured guidance has helped clients set realistic strategies for growth, and for many, this progress has improved mental wellbeing by giving a renewed sense of purpose and achievement.

A major milestone was the launch of the 20 Steps to Success guidebook. This exclusive 80+ page interactive workbook provides structured worksheets, templates, and planning tools covering budgets, sales forecasts, cashflows, growth strategies, and risk management. Clients report that it has helped them map out detailed financial plans, set measurable goals, and avoid missteps that could undermine business stability. By combining structure with flexibility, the guidebook enables clients to plan at their own pace while protecting both business outcomes and mental health.

OUR IMPACT

Business & Enterprise Service

We also implemented a new Client Management System (CRM), which has transformed how we track progress, manage appointments, and evidence outcomes. The system centralises records, streamlines administration, and allows staff to spend more time on direct support. It also improves reporting accuracy and ensures timely follow-up for clients. This innovation has strengthened service quality, improved consistency, and allowed us to meet rising demand more effectively.

In 2024–25, the B&E Service supported 29 active clients across Tower Hamlets, each engaging for an average of 9.8 months. Key outcomes included:

- 40 referrals received, nearly double the annual target of 24. Half came via local mental health services, while a quarter were self-referrals from the community.
- 29 clients engaged in active business planning, and another 3 clients were provided one-off exploratory advice, engaging across 160 client meetings throughout the year.
- 18 clients began trading or made their first sales, achieving at least 56 trading opportunities, including service contracts, trade fairs at the NEC and pop-ups in Battersea Power Station through the Mayor of London's London Made Me scheme.
- 11 clients registered their businesses as sole traders or limited companies.
- 11 grant and funding applications submitted with clients under our support; with an award success rate of 54%!
- 6 clients secured grant funding with our assistance, ranging from £500 for essential purchases, several awards between £2,500–£5,000 for growth and equipment investment, and one major £12,000 development award from the National Arts Council.
- Over £23,000 total start-up grants funding secured for clients across the year.
- 100% of surveyed clients reported increased confidence and motivation in their business journey.

Our clients represent a diverse range of trades and industries including:

- Design & Creative Services – fashion, corporate branding, interiors, and product design.
- Music & Entertainment – professional performers, videogame development, and theatre set designers.
- Manufacturing & Retail – 3D prototyping, homeware imports, and artisan tea production.
- Wellbeing & Lifestyle – specialist salons, personal trainers, and lifestyle coaching.
- Community Arts & Projects – exhibitions, peer-led groups, and creative initiatives.

This breadth of businesses reflects the rich talent and entrepreneurial ambition within our community, and the adaptability and accessibility of the B&E Service for the people we serve.

OUR IMPACT

Goals for 2025/26

- Using our CRM to improve how we capture and analyse client data to evidence outcomes more effectively and spot client needs earlier to create a more joined-up client journey.
- Expand early intervention support for established business owners at risk of collapse. By building referral pathways through local business forums and networks, we can provide targeted coaching and wellbeing support sooner
- Make benefits-aware business planning a core part of our model to give clients confidence to invest in their businesses while staying within benefits thresholds until they are more prepared to rely on personal earnings

“AL” is an experienced project manager with mental health difficulties including depression, who grew up dreaming of being an interior designer until financial pressures dictated her career trajectory. After a redundancy and continually feeling disillusioned with her career, AL wanted to pursue her long held ambitions to reposition herself in the design world. Using her personal contact from within the industry to form a partnership, in December 2024 AL sought advice from the B&E Service to understand how to manage a business partnership, market herself as an independent contractor, and manage her regulatory and tax responsibilities. In her own words:

“Communication with [My Advisor] has been clear and fast, very helpful, and I have found the service willing to accommodate to my own personal circumstances. [My Advisor] immediately identified another client whom I could connect with, helpful, as community is so key. I have found the service open and curious to where I want to get to and also clear where I need improvement. This has made me feel very positive about it and my business.

So far the recognition that my business has validity is empowering and mapping out the baby steps that are required to achieve my goals makes them seem achievable. Having a person with deep experience in running a business, with insight into so many different elements I would never have thought of, has been very helpful. I feel I still have a lot to gain from being involved, especially as learning how to balance all the necessary elements for running a business and all it requires, is key for my success. But at this point just having the space to fully explore the reality of what it means to have a business from A-Z is very important.

Now I am more active in my new role, I have regular work and better opportunities, and I’m better at maintaining my belief in myself to keep going even when not much seems to be on the horizon. Overall this support has been excellent, I’m evolving during my time with the service & my contact with [My Advisor] is helping my awareness of that evolution, keeping me on track. It’s amazing to have someone with experience to mentor and follow you while you work out what you are doing, if it makes sense and what you need to do to achieve your goals. Having someone to support me when it all feels a little hopeless, give me a reality check and be levelling, is really helpful. I feel I might actually get there, which is quite a feeling.

OUR IMPACT



Upskill

Upskill works with Tower Hamlets residents providing one to one support to empower and support people in accessing a range of activities including wellbeing, volunteering, skills based courses and employment opportunities. The service is a person-centred way to identify both long and short-term goals and offer support connecting with the wider community.

Following the successful grant applications to The Mayors Community Programme Upskill now has three projects concentrating on an different area of need within the Borough and bringing specific expertise in terms of staff working.

Upskill Reach specialises in reaching out to black and minority ethnic communities within the borough to promote mental health support and to make those services more accessible. Upskill does this through one to one support, visible presence at community events and providing information in a range of community languages.

Upskill Choices supports the long term employment goals of Tower Hamlets residents by supporting people into a range of opportunities that moves them closer to long term goals, this can include confidence building, wellbeing opportunities, basic skill courses covering subjects such as Maths, English as well as IT vocational courses and volunteering to give CVs relevant work experience and references.

Upskill Works supports Tower Hamlets residents working towards and into Employment by supporting people with CV building, interview preparation and access to job brokerage opportunities within the borough.

This year the Upskill project saw over 250 Tower Hamlets residents access the project for a variety of reasons supported by a close-knit team working together in partnership with a wide range of organisations within Tower Hamlets.

OUR IMPACT

Upskill has continued to reflect the diversity of the community with the majority of engagements coming from White English and Bangladeshi ethnicities reflecting the demographic of the community in which we work. We are looking forward to continuing this important and needed work. As a project Upskill has been consistently over subscribed with referrals from both community and clinical organisations being continually outstripped by capacity. We were however able to keep waiting lists to a minimum which is a great testament to the Upskill staff team who have worked tirelessly on behalf of their clients.

Upskill's hard work can be further demonstrated by our key performance figures:

- 250 clients accessed the service
- 160 clients identified targets through an action plan with peer support
- 140 clients accessed One-to-One support
- 82 clients supported to access advice services and courses
- 60 clients supported into Volunteering
- 14 clients supported into paid employment.

Feedback surveys conducted by volunteers over the year has seen overwhelming positive results and generous comments by clients who have accessed the service. Finally, this year we are pleased to welcome a new Upskill worker based in Barnsley Street, which is an exciting new model of working offering integrated clinical and community support and are looking forward to reporting on that in next years annual report.



OUR IMPACT



Kingston Supported Employment

The Kingston Supported Employment Service provides individuals with autism, learning disabilities, or mental health conditions impartial support finding paid employment, volunteering placements or training. Our person-centred one-to-one support provides each client with time to explore and identify their career aspirations and create action plans with their employment support worker. We offer clients support to plan their career paths and provide impartial practical support such as cv writing, job searching, filling in applications and interview preparation.

Our employment support workers also engage with local employers and other organisations to increase knowledge of our services, to broker paid opportunities and placements as well as increasing awareness of inclusive recruitment practices. We support clients and employers to consider reasonable adjustments and job carve roles to help create and establish a supportive, inclusive and diverse workforce. We offer support to our clients for up to 1 year and up to 6 months whilst they are in employment to ensure they are supported and can maintain their role.

The team is made of a team lead, 2 full-time and 1 part-time employment support worker. The team have worked hard for the last year on establishing and strengthening current partnerships with other community organisations over the last year. This has been evidenced with the increase in referrals that have continued throughout the year, and we have seen an 86% increase in referrals to the service from the previous year. We have continued to work with Balance, Achieving for Children, Eco-Op, EnhanceAble and the CDLT, Your Healthcare and Mind in Kingston. The team have also been in contact with over 135 employers over the last year to negotiate work trials, interviews and job carve roles.

Job starts have seen an 189% increase whilst sustainment's have remained consistent as the previous year. Vocational outcomes (volunteering/education) have seen an increase of 560%. The Kingston supported employment service has had a consistent year in supporting clients.

The Kingston supported employment service has had a consistent year in supporting clients. As shown below by the key performance figures:

- 128 Initial Assessments
- 26 Job Starts
- 7 Job sustainment's
- 33 Vocational outcomes
- 24 Clients supported in work
- 111 Interviews secured

The Kingston service also hosted a celebration event for Autism Acceptance Month inviting all clients and referral pathways to connect and reflect on all the progress made in the last 5 years. The feedback from the event highlighted that all stakeholders found it beneficial to network and gain a deeper understanding of the support we provide to clients and employers.

Peer Support

We also offer peer support through our partnership with the South West London and St. Georges Trust and Mind in Kingston, our peer support worker uses their lived experience of ADHD and Autism to support peers to achieve their wellbeing goals over a period of 6-8 sessions. Over the last year, our peer support service has supported 26 clients and delivered 121 sessions. Clients have reported improvements in managing their mental health and wellbeing, recognising signs of a decline in their mental health, feeling more hopeful about their overall recovery and having better knowledge of services/people they can access.



OUR IMPACT

LM had previously been supported by Working Well Trust to secure volunteering at a local library. A new employment support worker (ESW) began working with LM and checked in with the library manager to see how it was all going. The manager offered to do a mock interview with LM, as she had applied for a paid role in a neighbouring library. This really helped to LM get practical advice and experience the interview process before proceeding. LM was unsuccessful in the interview but preserved with volunteering and searching for a paid role independently.

After a few months, the library manager reached out to let us know they were advertising a paid role that they thought would suit LM. Together LM and the ESW met to both complete the application and practise interview preparation. Eventually she was invited to interview and where she was supported by an ESW. The interview was a great success, and they offered her the job at the end of the conversation. LM was so pleased and excited to have been given the opportunity. The manager explained how she is a vital part of the volunteering team and is so pleased to be able to offer her paid employment.

The ESW would go on to support LM during her onboarding process including dealing with their anxiety around completing a DBS form and communicating her needs with the library. Between the team, we attended their first few shifts. This were mostly taken up with training that LM's manager told her to complete on company time. LM was overwhelmed by the training and treated it like an exam that she needed to study and revise for, so it was taking a long time leaving no time for library responsibilities.

Her ESW checked in with her manager to understand what her expectations were. We agreed it would be beneficial for LM to be paid to come into our office to complete some training together. Her ESW really encouraged her to take less notes and only write down the most important facts. LM struggled with this concept, but eventually was able to move faster through the training. She has now completed all the mandatory training and is spending her shifts completing the usual library tasks that are expected of her job role.

Overall, there have been many barriers for LM to overcome but this journey has proved to her that she is able of more than she gives herself credit for. She is a valued member of the team at the library shown by this quote from her manager: "All the staff are agreed that it was the right decision and view her as part of the team. One of the core values here is tackling health inequalities, which is what we are able to do with LM by helping her back into employment".

LM's manager experience of WWT:

"The support from the Working Well Trust has been instrumental in our mission as a Library Service in tackling health inequalities. It has been wonderful to have a volunteer from the trust at the library and then be able to offer them paid employment, which would not have been possible with direct support from the Working Well Trust. They have helped us in implementing reasonable adjustments and have been on hand to help with any queries with the onboarding process. LM is such a valued member of our team, and it has been a privilege to be a part of her journey back into paid employment."

OUR IMPACT



Enfield IPS employment service

The Enfield SMI IPS service supports residents of Enfield with severe and enduring mental health difficulties to gain and sustain meaningful employment.

The 2024/25 reporting year has been a period of renewal, growth, and achievement for the Enfield IPS SMI Service. Following a confirmed contract extension, the service has implemented actions to rebuild staffing capacity, strengthen clinical integration, and enhance outcomes for clients with serious mental illness seeking employment.

The service reached 86% of its annual referral targets, and 72% of its job outcome targets - with notable increases across the year. Early in the reporting period, referrals grew by 23%, driven by targeted engagement efforts including IPS presentations and relationship-building with clinical teams. Although a seasonal dip in August temporarily slowed referral numbers, September saw a significant 57% rebound.

A 10% annual increase in new client engagement also demonstrated the team's effectiveness in outreach and building trust with potential service users.

The team have engaged in increased focused on building on employer relationships to broker opportunities for our clients. Many of these successful meetings can be seen across the teams LinkedIn channels.

The service developed a new relationship with the Community Rehab Team and has successfully integrated into this service, widening access to the service. This level of co-location has strengthened communication and streamlined referral processes.

In response to clinical team feedback and evolving client needs, the service introduced a Peer Employment Worker role. This role is a fantastic resource for clients who would like to focus on education and volunteering either before they fully engage in looking for paid employment, or alongside their job goals. The role also enables a peer aspect of support to be available.

The service introduced a jobs club to support clients with the traditional recruitment process. This initiative enabled clients to work in a collaborative environment with like-minded individuals to apply to their desired jobs. It also enabled appointments to remain focus on supporting clients to overcome or manage mental health related barriers that they may be facing to employment.

DD was referred to WWT whilst still in Hospital for their mental health. It was clear the client was very serious about finding work. They called their Employment Specialist (ES) multiple times a week with updates on her progression towards work.

DD was supported to independently make calls to her old employer, new agencies and also create a CV they were proud of. As a result, DD started to receive promising responses from prospective employers. DD reported feeling happy that it was all happening so fast.

With support of the service, DD went for an interview and got the role.

After being discharged from hospital, DD was allocated to temporary housing in a recovery house. Now DD has found employment, she is now able to apply for private housing.

DD will continue to be offered support from WWT to maintain her role for as long as she feels appropriate.

"It was great to work with (ES), she helped me a lot and is very supportive to me. She gave me all the help I needed to get started, thank you so much, it's a pleasure to work with you as a client."

Clinician quote:

"I really believe the best thing that our team did was refer to you! " Community Engagement Practitioner- Barnet, Enfield and Haringey Mental Health NHS Trust.

We also wanted to share with you the Key Performance Figures of the Enfield IPS employment service to showcase all their hard work this year:

- 235 Referrals
- 124 People accessed the service
- 40 Clients entered work
- 58 paid employment outcomes
- 12 13-week job sustainment under 16 hours a week
- 11 13-week job sustainment over 16 hours a week

Goals for 25/26:

As we move into 2025/26, the focus will be on further maintaining the teams momentum for embedding IPS within all clinical pathways, enhancing peer support and pre-employment preparation, and continuing to deliver high-quality, personalized support that enables our clients to thrive in meaningful work.

The service has committed to conducting a business planning day in early 25 26 to co-produce an action plan for achieving success for the service.

Recruitment will be a central theme, with strategic hiring allowing the team to return to full strength after previous staff turnover. Hiring and onboarding will be prioritized in the early part of the year, with induction and training embedded to support quality service delivery. Once fully staffed into expanded team structure, the service's capacity to meet client needs and work in closer collaboration with clinical colleagues will further grow.

OUR IMPACT



Thrive into Work

Thrive into Work provides employment and retention support to individuals with physical, mental, neurodivergent conditions and substance abuse issues who are registered with GPs in Enfield. It is a pilot project which has enabled the IPS (Individual Placement Support) employment model to be extended from secondary to primary care services.

The service is delivered by the Working Well Trust in Enfield, and by the Shaw Trust in Haringey. It was launched at the end of October 2023 and became operational in January 2024. When fully staffed the Team is comprised of 2 Team Leads, 12 Employment Specialists and 1 administrator. 11 Employment Specialists were in post for most of the 24-25.

The service supports two defined groups: unemployed job searchers; and people in work struggling to retain their jobs or return to work. The team takes an individualised approach to each client situation, with support ranging from creating personalised job search plans, assisting clients with job applications and interview practice, to engaging with businesses to carve out job opportunities. Over 94% of Thrive clients are unemployed at onboarding, with 45% unemployed for 5 years or more.

Employer engagement has been a key priority for the team. Staff have conducted focused outreach to establish rapport with employers, to identify job leads, as well as to assist employers to set up reasonable adjustments and to develop return to work plans to support employee retention.

Since its inception the team has worked hard to establish effective referral partnerships and co-location arrangements with local partners. During 24-25 Thrive Employment Specialists were co-located part time with the following organisations: the local Musculoskeletal unit, the Enfield Drug and Alcohol team, Ponders End Family Hub, all three Enfield Job Centre Pluses, a food bank, and local libraries. Beyond this the team also received referrals from the Work Well programme, GPs, social prescribers, psychologists, community groups, social workers, as well as self-referrals from individuals.

In September 2024 Thrive welcomed IPS Grow for a Fidelity review which saw its commitment to core IPS principles praised, and the service awarded a score that put it in the top 50% of primary care IPS services reviewed.

OUR IMPACT

In September 2024 Thrive welcomed IPS Grow for a Fidelity review which saw its commitment to core IPS principles praised, and the service awarded a score that put it in the top 50% of primary care IPS services reviewed.

As a new pilot scheme and service, Thrive Into Work has been constantly growing and developing which can be seen in its outcomes. Q4 of the financial year saw a 70% increase in job outcomes compared to Q1.

End of year statistics for financial year 2024-2025:

- The team handled 437 referrals
- Registered and provided employment support to 349 clients
- Assisted 87 clients to achieve job outcomes
- 45% of clients sustained their jobs for over 13 weeks
- 437 Referrals
- 349 Out Of Work Access number
- 21 Accesses to In Work Support
- 87 Total job starts (Out of Work & retention)
- 39 Total 13 Week sustainment's
- 18 Total 26 week sustainment's

HG was signposted to Thrive by a primary care clinician. They had been working as a Team member for a retailer for 7 years, but had developed carpal tunnel syndrome and sciatica, which made it hard for them to fulfil all aspects of her job. HG reported that they had recently had a change of manager, who was not understanding their needs or making adjustments based on clinical recommendations, and kept assigning them tasks which exacerbated their conditions. Communication with management had become strained and HG was worried about losing their job and anxious about her future in the company.

Their Employment Specialist (ES) conducted an initial review and documented actions taken to date. HG was advised of their rights and made recommendations on how to diffuse the situation and improve communications with their management team. HG was advised by their ES to ask her line manager to request an occupational health assessment. The ES drafted documents on HG's behalf and assisted them to articulate the need for reasonable adjustments to managers and HR. The ES also provided HG with moral support to in managing their anxiety relating to the situation.

The support provided helped diffuse a challenging situation and improve communications between all parties, it assisted HG to communicate their needs to the management team ensuring that reasonable adjustments were made, and supported HG to retain their job.

OUR IMPACT



WorkWell

WorkWell is the Working Well Trust’s newest project this year. WorkWell is a government funded pilot scheme launched across 15 Integrated Care Boards (ICBs) in the UK.

It's goal is supporting people who are struggling in their jobs, employed but off sick currently or unemployed due to health-related barriers. The programme takes a holistic approach considering not just physical and mental health barriers it also social issues such as housing, finances, safety, family, access to services, technology barriers, discrimination and more.

By integrating health and employment within primary care, WorkWell aims to provide fast, short-term, personalised interventions to our clients that reduces the time out of work and reducing the long-term health effects that this can cause.

Working Well Trust is partnering with Shaw Trust to deliver WorkWell in North Central London with WWT leading the Enfield borough. The Enfield team, made up of four Work & Health Coaches (WHC) led by a Senior WHC, has already supported 263 clients since October 2024 up until end of August 2025, 127% of target, showing the clear demand for this service.

WorkWell provides a single place where barriers are discussed holistically, then working with the MDT, community, government and health care partners to deliver coordinated support. WHCs can also invest programme funds directly into client needs, ensuring barriers are addressed quickly if possible.

Clients stay with the service for 8 weeks which may seem short but WorkWell ensures clients are connected to longer term programmes through our partners or WWT’s own SMI IPS, Thrive into Work or in future Connect to Work. This approach both provides immediate help and builds pathways to lasting support.

OUR IMPACT

Through this and the incredible buy in from Enfield residents but also from all our referral partners such as DWP, GPs, Enfield council, NHS Healthcare hubs, community and education partners a, WorkWell has become a front door for community support in Enfield. We have seen this become an incredible support for people to access the right services and strengthening networks that will benefit the borough for years to come.

Following, a successful six-month trial, the contract has been extended to March 2026, with positive government discussions happening for, hopefully, funding to be extended for a further three years. The Enfield team's dedication to the project and the Enfield clients has been key to, building strong local partnerships, becoming experts in the community interventions and ensuring our clients feel genuinely heard to have the best chance to get back into work as soon as possible. On top of this, it is never easy starting a programme whilst building it, for an array of reasons but the team's adaptability and drive have been monumental in getting the programme to where it is now. Our client feedback has also upheld this with it being extremely positive; almost always averaging monthly over 90% for our WHC's.

The programme has had a strong start, but the team is now turning its attention to two main priorities. The first is building on the referral partnerships already in place, while also reaching out to new partners so that the service is as open and accessible as possible. Enfield is home to an incredible mix of cultures and religions, and we want the clients we support to reflect that diversity. At the same time, we know that residents are facing a wide range of social issues, and by working closely with our partners, we aim to make sure these challenges are properly supported.

The second priority is about improving the quality and consistency of the service as the pilot programmes continue to grow. Our Wellbeing Health Coaches need the right support, training, and opportunities to develop their skills to have the greatest possible impact. To make that happen, we're looking at stronger processes, regular feedback and supervision, further training, reflective practices for wellbeing, and ongoing improvements to safeguarding processes. As clients' needs change, we'll also keep adapting the way WorkWell is delivered to make sure the service stays relevant and effective to give it the best chance for funding extensions.



OUR IMPACT

BC was made redundant just two weeks before Christmas 2024, being told that their illness of chronic tension headaches and migraines, was not compatible with the role. Their illness not only affect t their daily life but also created barriers to maintaining friendships and social connections, sometimes leaving them feeling isolated. BC was referred by the Job Centre and they joined WorkWell hoping to access support in managing their health condition more effectively.

Whilst on WorkWell, the Work Health Coach supported BC to create a positive health disclosure statement, boosting their confidence in explaining their condition to employers. They were encouraged to explore peer support groups to connect with others in similar situations, and signposted to job clubs at Enfield Libraries for employment opportunities in a supportive setting. In addition, BC received crisis support information and a personalised wellbeing plan to help manage difficult periods more proactively.

From the outset, they described the support from their Work and Health Coach as “a very compassionate space.” BC explained that when speaking about their condition with other services, such as the job centre or GP, there was often little understanding. In contrast, WorkWell provided a sense of validation and helped them to think about their condition from a different perspective. “The sessions have helped me to think differently about my health condition and how to move forward with it,” they said. “Each area we have discussed has enabled me to think about other areas of my life and how to address looking after those.”

The impact of the programme has been significant. BC reported feeling “able to stop and take a breath” and described a shift in confidence: “I’m not the only person who has an illness and have had to explain that to employers, I know I can be bolder about that now. I feel a lot braver now in seeing what I can do and how I can manage my illness better.” Additionally, they expressed: “I would not have thought to join my peer support group, walking group or trying outdoor swimming before our sessions – feeling a lot more heard and safer.”

Looking forward, BC feels more interested, open, and optimistic about what is out there. They now have a stronger sense of self-confidence and ambition, with a renewed outlook on how to live well while managing their health condition which in turn will hopefully find them the right role in no time!

OUR IMPACT



IPS Workwise Newham

IPS Workwise Newham (Individual Placement and Support) provides individuals with secondary Mental Health conditions support in gaining competitive paid employment or support to retain employment.

Our 7 Employment Specialists and 1 Peer Employment Specialist are co-located and integrated across 5 Clinical Sites and receive direct referrals from Clinicians including Self Referrals

The sites are Newham Early Intervention Service (NEIS), Community Recovery Team North (CRTN), Community Recovery Team South (CRTS), Community Integrated Mental Health Team North (CIMHS North) Community Integrated Mental Health Team South (CIMHS South)

In 24/25 the service had

- 274 Referrals
- 172 engagement
- 24 1st Job starts
- 10 Job sustainment's (13/26 Weeks)

The service launched in July 2024 and was staffed by 3 Full –Time Employment Specialists and 1 Team Lead. This expanded in November 2024 to 3 Full Time Employment Specialist, 1 Part-Time Employment Specialist and 1 Peer Employment Specialist.

The Team created links and awareness within clinical Teams by presentations, attending co production including Employer Engagements with local employers to find out more about Employer needs and promote Mental Wellness at work.

OUR IMPACT

Client 1

A client in their early 20s who has been managing symptoms of depression recently started work as an activity instructor and described the in-work support provided as "really helpful".

Client 2

A client in their early 20s, dealing with an eating disorder is about to begin a role as an exam invigilator and expressed gratitude by saying, "Thank you so much for your help."

Client 3

A client in their late 20s, living with schizophrenia secured a fundraising role at a charity and expressed gratitude, saying, "I really appreciate your hospitality."

Other general feedback from clients/clinical team

"You are a wonderful person and I really appreciate all your help" - Client

"You are a great help. I'm pleased to have you as my Work Coach" - Client

"You are a very nice and kind person and you always help me when you can" - CPNurse



OUR IMPACT



IPS Workwise Barking & Dagenham

Barking and Dagenham IPS (Individual Placement Support) employment service was first established within the local authority as a pilot service; the contract went out to tender and was awarded to Working Well Trust in 2024 and the team and clients moved over to Working Well Trust.

The aim of Barking & Dagenham IPS service is to support as many residents as possible in their employment journey and to find meaningful paid employment which will open many more opportunities for them. The purpose of the service is to provide holistic support to individual from the point of referral to in-work support. IPS offers unlimited support and the team for Barking & Dagenham offer that.

In July 2024 the team consisted of one employment specialist managing several caseloads and an increasing waiting list. The employment service covered three Mental Health Wellbeing Teams (North, East & West) and a First Episode Psychosis Team covering all of Barking & Dagenham. Employment support was embedded within these mental health teams prior to the transfer but lacked a full employment team.

In August 2024 the Barking & Dagenham team were successful in recruiting 2 new employment specialist and appointing a team lead to create an expanded team to manage the support of employment for the secondary mental health service. By September the team was in post developing relationships with clinical staff and patients.

Barking & Dagenham has had a strong starting year their key performance figures being:

- 166 Referrals
- 103 Clients Access the service
- 43 Job Starts
- 43 People helped into employment
- 11 Job sustainment's (13/26 Weeks)

OUR IMPACT

The impact of a wider team was evident as early as October:

FR first met with an Employment Specialist (ES) at Working Well Trust in early October 2024. FR had been out of paid employment since 2016 and showed a keen interest in finding employment again, particularly working with children in schools and nurseries.

After being supported to develop their CV, FR expressed an increase in their confidence to work. Seeing their experience on paper and hearing the ES's perception of their key skills and attributes was key to their strengthened self-assurance.

By the third meeting, FR was invited to a trial shift following an initial contact the ES made with a school local to FR. FR attended the trial shift in late October 2024 and expressed that they were pleased with the experience. They said that they felt the shift went well, that the school was supportive and that they were eager to work there.

Recruitment for Barking & Dagenham nevertheless was still incomplete as there were two remaining open posts. In November 2024 the Barking & Dagenham team were successful in recruiting another two-employment specialist that started their journey in January 2025.

As early as February these employment specialists were impacting clients' futures:

TG was referral at the end of January and by February support had started, during the initial call TG CV and the type of employment was discussed. Several in-person appointments took place, and a significant concern was raised by the client regarding previous poor reference and how this will impact future job opportunities. To ease the worry the employment specialist contacted HR from TG last employer requesting a reference. In doing this TG was able to see that not all references are negative. This small act lifted the barrier TG was facing.

From 2025 the employment team for Barking & Dagenham were integrated within the clinical teams and shared the anxiety when two Mental Health Clinical Team moved locations within the borough. This however did not reduce referrals or support being offered. The employment specialist worked alongside the clinical professionals to help ease the transition with clients and continue their support to find meaningful paid employment.



OUR IMPACT

BN first registered with Working Well Trust (WWT) in October 24 having been out of work since February 2024. The first step was to support BN to build a personal vocational profile, considering areas which may interested him.

BN shared that his long-term goal was to work with people. XX did however share that he wanted to keep building his skills in any area of work, aiming to make friends, keep busy and get out more to increase his wellbeing.

In November 2024, BN was offered a temporary job as a stock packer. Whilst this was not exactly what he wanted, we celebrated this success and talked about the benefits it would have on his CV and for some of his other personal goals.

In January 2025, with the support of the service, BN created an action plan to continue his job search to achieve his goals. This included working on and implementing job searching skills, as well as interview preparation. With the guidance of his Employment Specialist BN was empowered to work on this plan and stuck to it successfully, with his interview confidence growing greatly. In March 2025, BN was offered a job at Dulux in a customer service role. As of now, BN has started the job and is glad to be in work, gaining experience and skills.

The Barking & Dagenham team are not only embedded within the clinical team but with several employers, one employer has developed stronger connections with the team.

In early September 2024 the service connected with Nichols and Clarke a local employer at Dagenham Jobs Fair. The employment specialist followed this meeting with an email saying that it would be great to create an employer engagement link. This proceeded to a virtual meeting to discuss how support could be offered for both services.

In November 2024, Nichols and Clarke reached out to share that they were hiring a warehouse operative. This was shared with a client who quickly applied and thanks to the teams working relationship with Nichols and Clarke the Employer shared they were happy to move the client straight to a phone interview

After the client's telephone interview, he shared that they had decided to consider him for another role, in customer service. Our client was informed that he would be considered for a next stage interview for both roles.

In January 2025, our service met during which the employer shared there had been a hiring freeze on the role but that our client was still being considered. They were unsure when the next stage interviews may take place but shared that they would let the team know. It was also shared that they were happy to receive contact from any ES' at WWT if they had clients to fill the roles.

FUNDRAISING



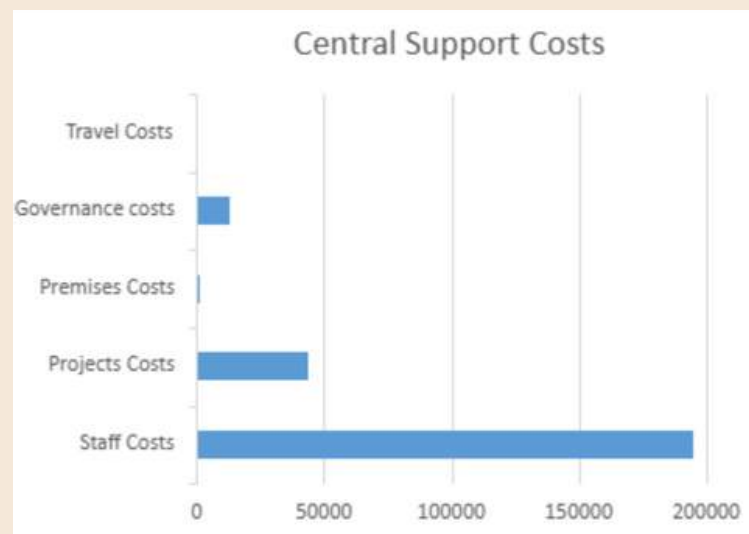
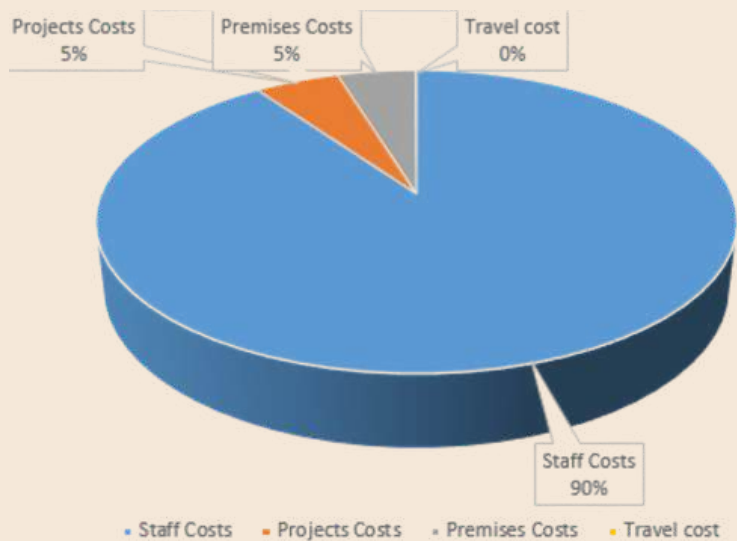
During 2024/25 we secured:

- Shaw Trust: WorkWell – £70,200 (part year)
- Twinning: B& Dagenham WorkWise - £169,162 (part year)
- Twinning: Newham WorkWise £264,688 (part year)
- ELFT Barnsley - £8,000 (part year)
- Rethink/Alliance - £7,020 (part year)

The chart shows below that over 90% of our expenditure is related to staff costs. This reflects our commitment to maintaining the quality and variety of frontline service delivery.

Where your money goes:

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



OUR PLAN



Our Plan

Working Well Trust has set the following objectives in our Strategic Plan:

- Recognise the importance of wellbeing
- Value experts by experience in our workforce
- Develop new employment services
- Become a leader in complex retention support
- Strengthen the organisation through growth

Over the last couple of years we have made significant progress with the development of new employment services and strengthening the organisation through growth, therefore for the next year we have set the following objectives:

Staff:

- Re-organise the structure of the organisation to meet the needs of a larger organisation
- Review salary structure to better recognise the value of staff experience.

Co-Production:

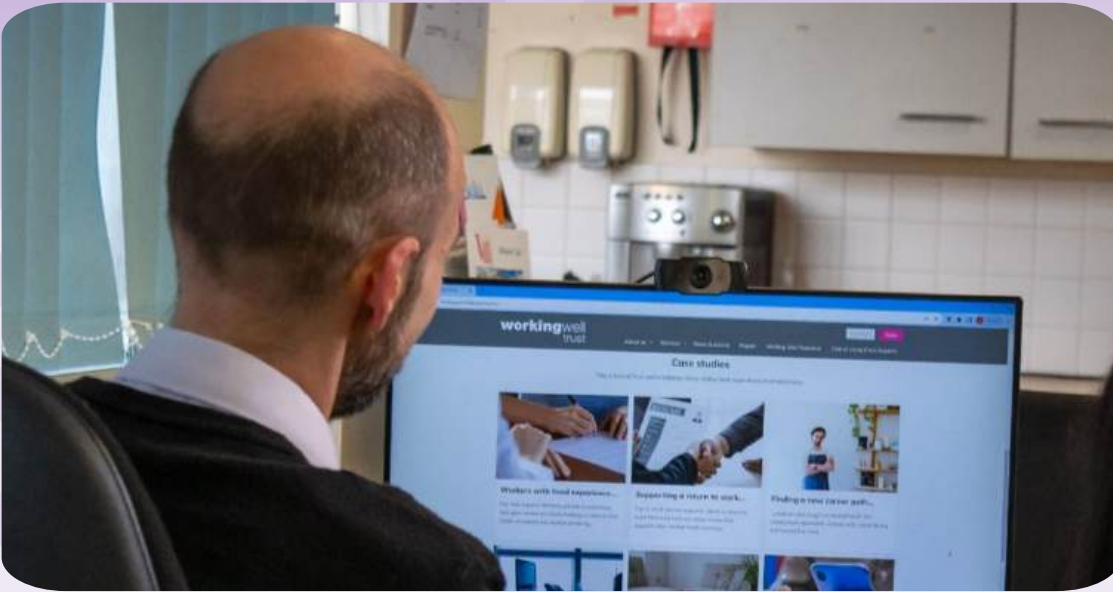
- Co-Production group to be developed.

Focus on quality and outcomes:

- Quality improvement to be a focus for all services
- Accreditation for our Kingston Supported Employment Service
- Matrix accreditation for the organisation

For 2025/26 we are looking to focus our expansion on the IPS PC services.

FINANCIAL REVIEW



The Board of Trustees is pleased to report that the total funds carried forward at 31 March 2025 rose to £309,184 (including restricted funds of £9347).

The contribution of the new services such as WorkWell and WorkWise (Barking & Dagenham, and Newham) have made a significant contribution to the Trust’s financial health. The impact of the closure of the enterprises, Access and Sew & Support was mitigated by the continued funding of the remainder of the Employment Hub services and the expansion of other services.

The Board of Trustees is pleased with the progress made over the last year and is confident that it will continue into 2025/26 and beyond.

Analysis

Working Well’s income increased during 2024/25 mainly due to the addition of the WorkWell and WorkWise services.

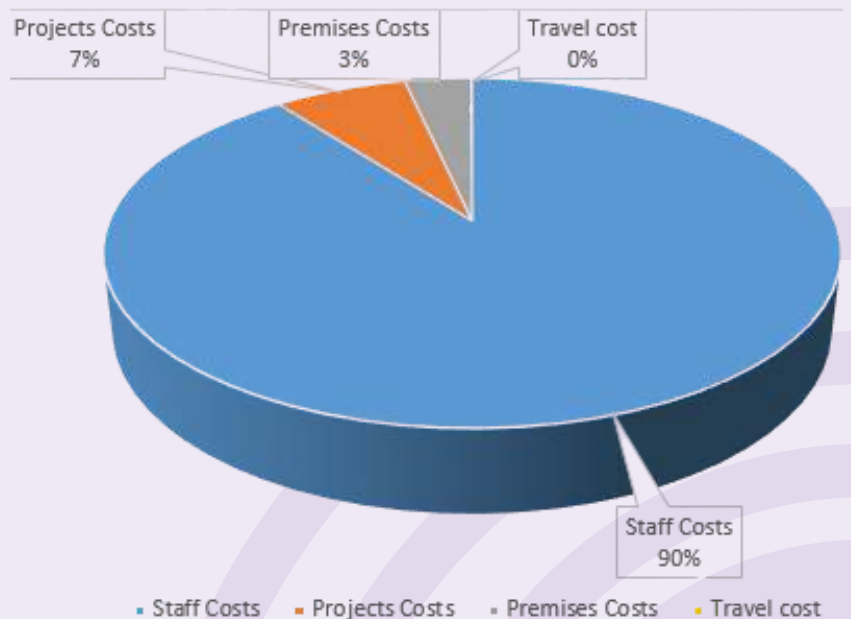
Pensions

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 2025 the accounts show a surplus of £218,772.

Income and expenditure



FINANCIAL REVIEW

Financial plans

We have continued with our commitment to meeting the goals of the Financial Plan to ensure that the organisation is secure, is able to sustain our services and to build our financial strength.

Going Concern

The Board of Trustees is pleased to report that the Trust has exceeded the surplus goal in 2024/5 and we are therefore making steady progress towards the aim of achieving financial security.

The Board of Trustees have reviewed the risks that could impact on the ability to meet the Trust's liabilities in good time including the increasing risk of late payment by major funders. To mitigate this risk shorter invoice periods have been agreed for some funders.

The security provided by contract and grant income means that cashflow will remain positive over the next twelve months. The Board of Trustees are aware that two major contracts are subject to re-procurement next year and the leadership team have drafted appropriate plans.

We have agreed a surplus target between £50,000 and £75,000 for March 2026 and thereafter a minimum annual surplus target of £50,000 to build up reserves.

The Trust has maintained our existing borrowing facilities, although this is rarely required and only in the short term.

After reviewing all the information, the Board of Trustees have agreed that the Trust is 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.

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 2025 was £299,837. It remains a financial priority for the Trust to improve the position with a minimum annual target of £50,000 unrestricted surplus to gradually build the required reserves.

This policy will be reviewed annually.

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. Cashbook 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 who are neurodiverse 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 of Trustees, 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 of Trustees Membership

Along with being trustees the Board of Trustees also hold other positions in the Trust

Phil Evans	Chair of Trustees, member of the Finance, Digital and Operations Sub Committees
Neil Lukha	Treasurer and Finance Sub Committee Chair
Julia Ingall	People and Culture Sub-Committee Chair
Ollie Brothwood	Member of the Digital Working and Operations Sub Committees
Phil Stitson	Member of the Finance sub-committee
Caroline Atkinson	Member of the People and Culture Sub-Committee

Senior Team

There are six members of the Senior Team; the Chief Executive, Operations Director, IPS Operations Manager, HR Lead, Communications Lead and Finance Manager.

The team are responsible for delivering the Board of Trustees’s plans and supporting staff.

Measuring Leadership Performance

The Trustees have committed to an annual review of their performance of the Charity Governance Code.

All employees undergo an annual performance review, along with monthly line management, and quarterly catch ups.

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 of Trustees 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 of Trustees 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 2024/25.

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 paid below this level.

Remuneration Decisions

The remuneration decisions are agreed by the People and Culture 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 of Trustees 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.

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.

GOVERNANCE

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

Board of Trustees 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 of the charitable company and of 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.

GOVERNANCE

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 Board of Trustees (also known as the Management Committee). The Chief Executive is responsible for executing the Board of Trustees'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 Manager. 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 three 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 of Trustees and senior team to make ongoing financial decisions.
3. End of quarters reports to the Board of Trustees.

Financial Policy

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

GOVERNANCE

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 of Trustees.

Risk Management

The Board of Trustees reviews risks at every 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 being affected by staff turnover. We have taken action to mitigate these risks by significantly reducing commercial targets, by increasing salary levels to help staff retention and by carefully monitoring performance. 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 this risk a fundraising strategy is agreed annually, and progress reviewed quarterly.

Non-Financial Risks to Working Well

The most significant non-financial risk is employee turnover, which disrupts service effectiveness due to the need to recruit employees, cover absences and induct new team members. We have benchmarked salaries against our competitors and increased salaries in two projects to support retention in these services.

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 Board of Trustees.

Fundraising Standards and Regulation Compliance

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

Board of Trustees Effectiveness

Appointments to the Board of Trustees

Trustees are mainly recruited through volunteering initiatives such as ELBA and Reach. Recruitment to the Board of Trustees is now based on a regular trustees' skill assessment which identifies areas to be strengthened. Potential trustees submit a curriculum vitae to the Board of Trustees and if they are considered suitable, they are invited to meet with the Chief Executive and a member of the Board of Trustees. 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 of Trustees 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 of Trustees 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 of Trustees. This is being reviewed as part of the governance improvements and is likely to change within the next twelve months.

Board of Trustees Meetings

The Board of Trustees 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.

GOVERNANCE

Serious Incident Reporting

No serious incidents were reported during 2024/25.

Raising Concerns Internally

Employees 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 relating to the service offer in Enfield. Although the complaint was not upheld we revised the service offer agreement and included a new condition that this must be signed during the registration process.

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 11/11/25 and signed on their behalf by

Phil Evans

Phil Evans

Working Well Trust Chair

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WORKING WELL TRUST

Opinion

We have audited the financial statements of Working Well Trust (the 'charitable company') for the year ended 31 March 2025 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 2025 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.

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 have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the charitable company will continue in operation.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WORKING WELL TRUST

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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WORKING WELL TRUST

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 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.

Auditors' responsibilities for the audit of the 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WORKING WELL TRUST

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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WORKING WELL TRUST

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: 12/11/25

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

BALANCE SHEET AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	10	850	1,063
Current assets			
Stocks and work in progress	11	-	1,801
Debtors	12	199,943	86,821
Cash at bank and in hand		267,785	146,637
		<u>467,727</u>	<u>235,259</u>
Creditors: amounts falling due within one year	13	(156,388)	(136,676)
Net current liabilities		311,339	98,583
Total assets less current liabilities		<u>312,190</u>	<u>99,646</u>
Creditors: amounts falling due after more than one year	14	(3,005)	(9,235)
Total net assets		<u>309,184</u>	<u>90,412</u>
Charity Funds	20		
Restricted funds		9,347	11,793
Unrestricted funds		299,837	78,619
Total charity funds		<u>309,184</u>	<u>90,412</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:

Phil Evans

Philip Evans
Chair of Trustees

Date: 11/11/25

Company Registered number: 2703078

The accompanying notes form part of these financial statements.

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2025

		Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	Note	2025 £	2025 £	2025 £	2024 £	2024 £	2024 £
Income from:							
Donations and legacies	2	745	-	745	832	-	832
Charitable activities	3	1,638,736	936,769	2,575,505	1,222,346	451,054	1,673,400
Total Income		1,639,481	936,769	2,576,250	1,223,178	451,054	1,674,232
Expenditure on:							
Charitable activities	4	1,418,263	939,215	2,357,478	1,158,685	446,949	1,605,633
Total Expenditure		1,418,263	939,215	2,357,478	1,158,685	446,949	1,605,633
Transfers between funds		-	-	-	-	-	-
Net Movement in Funds		221,218	(2,446)	218,772	64,493	4,105	68,598
Reconciliation of funds:							
Total funds brought forward		78,619	11,793	90,412	14,126	7,688	21,814
Net movement in funds		221,218	(2,446)	218,772	64,493	4,105	68,598
Total Funds Carried Forward	19	299,837	9,347	309,184	78,619	11,793	90,412

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 2025

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	2024 £
Cash Flows from operation activities		
Net cash used in operation activities	<u>127,377</u>	<u>139,153</u>
Cash flows from investing activities		
Purchase of tangible fixed assets	-	-
Net Cash used in investing activities	<u>-</u>	<u>-</u>
Cash Flows from financing activities		
Borrowing	- 6,229	-6,229
Net cash provided by(used in) financing activities	<u>- 6,229</u>	<u>-6,229</u>
Change in cash and cash equivalents in the year	121,148	132,924
Cash and cash equivalents at the beginning of the year	146,637	13,714
Cash and cash equivalents at the end of the year	<u>267,785</u>	<u>146,637</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 2025

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.

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

d) Going Concern

The Board of Trustees is pleased to report that the Trust has exceeded the surplus goal in 2024/5 and we are therefore making steady progress towards the aim of achieving financial security.

The Board of Trustees have reviewed the risks that could impact on the ability to meet the Trust's liabilities in good time including the increasing risk of late payment by major funders. To mitigate this risk shorter invoice periods have been agreed for some funders.

The security provided by contract and grant income means that cashflow will remain positive over the next twelve months. The Board of Trustees are aware that two major contracts are subject to re-procurement next year and the leadership team have drafted appropriate plans.

We have agreed a surplus target between £50,000 and £75,000 for March 2026 and thereafter a minimum annual surplus target of £50,000 to build up reserves.

The Trust has maintained our existing borrowing facilities, although this is rarely required and only in the short term.

After reviewing all the information, the Board of Trustees have agreed that the Trust is 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.

e) Income

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.

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

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

g) 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.

h) 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.

i) 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.

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

j) 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.

k) Operating leases

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

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1000. 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

m) 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.

n) 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.

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

o) 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

p) 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.

q) 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 2025

2 Income from donations and legacies

	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2025	2025	2025	2024	2024	2024
	£	£	£	£	£	£
Gifts	745	-	745	832	-	832
	<u>745</u>	<u>-</u>	<u>745</u>	<u>832</u>	<u>-</u>	<u>832</u>

3 Income from charitable activities

	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	2025	2025	2025	2024	2024	2024
	£	£	£	£	£	£
Sew and Support	39,444	-	39,444	106,228	-	106,228
Access	63,947	-	63,947	146,938	-	146,938
Hub support	181,710	-	181,710	148,071	-	148,071
Upskill	-	94,602	94,602	-	107,269	107,269
Action for Bow	-	23,572	23,572	-	24,288	24,288
Kingston	140,000	-	140,000	143,272	-	143,272
Kingston Peer	-	38,000	38,000	-	31,667	31,667
Tower Hamlets CCG/IPS	484,091	-	484,091	435,000	-	435,000
In Work Research	-	-	-	-	24,000	24,000
Enfield	283,985	-	283,985	242,632	-	242,632
Enfield Thrive /DWP	-	695,375	695,375	-	254,162	254,162
Enfield Work Well	-	70,200	70,200	-	-	-
ELFT	-	8,000	8,000	-	-	-
Rethink/Alliance	-	7,020	7,020	-	-	-
B&Dagenham Workwise	169,162	-	169,162	-	-	-
Newham Workwise	264,688	-	264,688	-	-	-
Awards 4 All	-	-	-	-	9,668	9,668
Other income	11,708	-	11,708	205	-	205
	<u>1,638,736</u>	<u>936,769</u>	<u>2,575,505</u>	<u>1,222,346</u>	<u>451,054</u>	<u>1,673,400</u>

4 Analysis of expenditure

	Direct costs	Direct Staff costs	Depreciation	Support	Total	Total
					2025	2024
	£	£	£	£	£	£
Sew and Support	7,917	49,266	-	604	57,787	92,168
Access	54,535	46,422	-	604	101,561	146,624
Hub Support	2,002	148,467	-	9,878	160,347	134,849
Rework/IPSTH	46,434	343,468	-	40,014	429,915	417,106
Upskill	11,863	90,988	-	15,372	118,223	123,870
Enfield	6,818	194,908	-	22,002	223,728	205,983
Kingston	21,231	113,675	213	16,135	151,254	158,798
BME	-	-	-	-	-	7,687
Enfield Thrive/DWP	15,041	561,442	-	118,891	695,375	254,162
Kingston Peer	149	30,711	-	7,141	38,000	31,667
Enfield Workwell	5,261	60,334	-	4,605	70,200	-
BD Workwise	5,040	85,758	-	10,298	101,097	-
Newham Workwise	5,644	182,006	-	17,589	205,239	-
Rethink/Alliance	27	5,129	-	850	6,006	-
ELFT	981	5,371	-	954	7,307	-
Awards 4 all	68	3,898	-	139	4,105	-
Head Office	-	-	-	12,664	12,664	228
InWork Research	-	-	-	-	-	24,000
Data	-	-	-	-	-	2,929
OtherExpenditure	-	-	-	-	-	5,563
	<u>183,012</u>	<u>1,921,842</u>	<u>213</u>	<u>252,412</u>	<u>2,357,478</u>	<u>1,605,633</u>

The expenditure above is split between funds as follows £1,418,263 (2024: £1,158,685) unrestricted expenditure and £939,215

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

4 Analysis of expenditure – Support costs

	2025 £	2024 £
Staff costs	183,821	172,288
Other Staff Costs	10,765	13,565
Project support Costs	39,907	21,870
Premises Costs	1,135	-
Communications & office	1,011	1,614
Staff training	257	1,122
Insurance	823	155
Legal and professional	-	1,531
Travel & Subsistence	175	108
Equipment	1,583	5,474
Governance - audit costs	12,936	10,750
	<u>252,412</u>	<u>228,478</u>

5 Net income / (expenditure) for the year

This is stated after charging:	2025 £	2024 £
Depreciation	213	2,735
Auditors' remuneration (excluding VAT):		
- Audit	12,936	10,750
	<u>12,936</u>	<u>10,750</u>

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

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	1,823,853	1,154,247
Social security costs	171,955	104,520
Employer's contribution to defined contribution pension schemes	82,843	55,005
	<u>2,078,651</u>	<u>1,313,772</u>

No employee earned more than £60,000 during the year (2024: nil).

The company trustees were not paid or received any other benefits from employment with the company in the year (2024: £nil). No company trustee received payment for professional or other services supplied to the company (2024: £nil). No trustees received reimbursed expenses in 2025 or 2024. 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 £155,539 (2024: £160,336). Other staff costs include a payment of £nil (2024: £7,163) to the company Finance Director.

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

7 Staff numbers

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

	2025 No.	2024 No.
Access	1	1
Sew and Support	2	2
IPSTH	9	9
Upskill	4	4
Advice	5	4
Kingston	5	5
Kingston Peer	1	1
Enfield	6	6
Enfield Thrive	13	9
Enfield WorkWell	4	
B&D WorkWise	4	
Newham WorkWise	6	
	60	41

8 Related party transactions

There are no related party transactions in the year. (2024 – 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 2024	107,850	60,871	168,721
At 31 March 2025	107,850	60,871	168,721
Depreciation			
At 1 April 2024	106,787	60,871	167,658
Change for the year	213	-	213
At 31 March 2025	107,000	60,871	167,871
Net Book Value			
At 31 March 2025	850	-	850
At 31 March 2024	1,063	-	1,063

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

11 Stocks

	2025 £	2024 £
Stock items and printing paper	-	1,801

12 Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	168,679	76,060
Other debtors	330	633
Prepayments	6,588	1,880
Accrued income	20,996	6,068
Deposit	3,350	2,180
	<u>199,943</u>	<u>86,821</u>

13 Creditors: Amounts falling due with one year

	2025 £	2024 £
Trade creditors	19,984	24,559
Taxation and social security	84,875	63,563
Pension creditor	29,892	29,074
Accruals	15,406	13,250
Bank Loan	6,229	6,229
	<u>156,388</u>	<u>136,676</u>

14 Creditors : Amounts falling due after more than one year

	2025 £	2024 £
Bank Loan	3,005	9,235

15 Loans

Analysis of maturity of bank loan is shown below

	2025 £	2024 £
Amount falling due within one year	6,229	6,229
Amount falling due 1-2 years	3,007	6,229
Amount falling due 2-5 years	-	3,007
	<u>9,236</u>	<u>15,466</u>

16 Financial Instruments

	2025 £	2024 £
Financial Assets		
Financial assets measured at fair value through income and expenditure	267,785	146,638
	<u>267,785</u>	<u>146,638</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 2025

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

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 £82,843 (2024 - £55,055). Contributions totalling 29,892 (2024 - £29,074) remained outstanding at the balance sheet date.

18 Commitments under operating leases

As of 31 March 2025, the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025	2024
	£	£
Within one year	2,102	16,753
Within 2-5 years	-	2,102
	<u>2,102</u>	<u>18,855</u>

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

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	1,063		1,063
Net current assets/(liabilities)	10,730	78,619	89,349
	<u>11,793</u>	<u>78,619</u>	<u>90,412</u>

19 Net assets at the end of the year (current year)

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	850	-	850
Net current assets/(liabilities)	8,499	299,836	308,334
Net assets at the end of the year	<u>9,347</u>	<u>299,836</u>	<u>309,184</u>

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

20 Movements in funds (current year)

	At 1 April 2024	Income & gains	Expenditure & losses	Transfers	At 31 March 2025
	£	£	£	£	£
Restricted funds:					
Upskill & Reskill and Action for Bow	7,687	118,174	- 118,223		7,638
Enfield Thrive /DWP	-	695,375	- 695,375		-
Enfield Work Well		70,200	- 70,200		-
Kingston Peer		38,000	- 38,000		-
ELFT		8,000	- 7,307		693
Rethink/Alliance		7,020	- 6,006		1,014
Awards for All	4,105	-	- 4,105		-
Total restricted funds	11,792	936,769	-939,215		9,345
General funds	78,619	1,639,481	-1,418,263		299,837
Total unrestricted funds	78,619	1,639,481	-1,418,263		299,837
Total funds	90,412	2,576,250	-2,357,478		309,185

20 Movements in funds (prior year)

	At 1 April 2023	Income & gains	Expenditure & losses	Transfers	At 31 March 2024
	£	£	£	£	£
Restricted funds:					
Upskill & Reskill and Action for Bow	-	131,557	- 123,870		7,687
Enfield Thrive /DWP	-	254,162	- 254,162		-
InWork Research	-	24,000	- 24,000		-
BME/COMPASS	7,687	-	- 7,687		-
Kingston Peer	-	31,667	- 31,667		-
Awards for All	-	9,668	- 5,563		4,105
Total restricted funds	7,687	451,054	-446,949		11,792
General funds	14,126	1,223,178	-1,158,685		78,619
Total unrestricted funds	14,126	1,223,178	-1,158,685		78,619
Total funds	21,813	1,674,232	-1,605,632		90,412

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

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

Enfield Thrive /DWP

Support to help and thrive into employment

WorkWell/Shaw-trust

WorkWell is a service in Enfield for people with health conditions or disabilities who want to start, stay or return to work.

ELFT - East London Foundation Trust

Provision on an IPS Employment Specialist in the Barnsley Street pilot

Alliance - Rethink

Provision of an Upskill Worker in the Barnsley Street pilot

Kingston Peer

The delivery of the Kingston Peer Support Service.

Awrds for all

This relates to grant funding specifically restricted for work in the community

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

	2025 £	2024 £
Net income for the reporting period (as per the statement of financial activities)	218,772	68,598
Depreciation charges	213	2,736
Decrease in stocks	1,802	-
(Increase)/Decrease in debtors	(113,122)	13,072
Increase/(Decrease) in creditors	19,712	54,748
Net cash provided by / (used in) operating activities	127,377	139,153

22 Analysis of changes in net debt

	At 1 April 2024 £	Loans	Cash flows £	Other non cash changes £	At 31 March 2025 £
Cash at bank and in hand	146,637	-	121,148	-	267,785
Overdraft facility repayable on demand	-	-	-	-	-
Loans falling due within one year	6,229	-	-	-	6,229
Loans falling due more than one year	9,237	(6,230)	-	-	3,007
Total cash and cash equivalents	162,103	(6,230)	121,148	-	277,021

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



East London
NHS Foundation Trust



North East London
NHS Foundation Trust



Tower Hamlets
Clinical Commissioning Group

workingwell
trust

Pritchard's Road Centre, Marian Place, E2 9AX

Tel: 020 7613 7096