




workingwell
trust

Working Well Trust

ANNUAL REPORT AND ACCOUNTS

March 2020



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 Autism.



CONTENTS

01	<i>Welcome from the Chair</i>	<i>p1</i>
02	<i>Chief Executive Statement</i>	<i>p2</i>
03	<i>What we do</i>	<i>p3</i>
	<i>Access Print and Sew & Support</i>	
	<i>Business and Enterprise</i>	
	<i>Retention Services</i>	
	<i>In – Work Support</i>	
	<i>Kingston Supported Employmen</i>	
	<i>Tower Hamlets IPS</i>	
	<i>Upskill</i>	
	<i>Women’s Employment Project</i>	
04	<i>Our Impact</i>	<i>p5</i>
05	<i>Fundraising</i>	<i>p15</i>
06	<i>Our Plans</i>	<i>p17</i>
07	<i>Financial Review</i>	<i>p19</i>
08	<i>Governance</i>	<i>p23</i>

2019/2020 proved to be an exciting year for the Trust, seeing our core services secured with new grants and the chance to expand with the opening of the Kingston Supported Employment Service.

We are pleased to announce that we worked with over 1400 clients in 2019/2020. The impact of this work can be seen throughout this report and would hope you will feel as inspired as I do by the case studies – thanks to all the clients who agreed to share their stories with us.

Building financial strength for Working Well is a top priority for the board so we were pleased to be awarded contracts for our key services in Tower Hamlets. These contracts offer the Trust financial stability for the next few years although we understand we may still need to take difficult decisions, especially considering the impact the pandemic has had on our

commercial enterprises. The award of new contracts in Enfield and Kingston meant that we were able to add to our funding base and to move into new areas of work. We are cautiously optimistic for the Trust's financial future, although we acknowledge there are challenges and hope to see further expansion of our services in the coming years.

Along with developing new services we also expanded the board of trustees with the support of the East London Business Alliance. This recruitment has brought in new skills and experience to the Trust specifically in strategic development, finance, corporate social responsibility,



digital skills and human resources.

I would like to pay special thanks to our long term funders, Tower Hamlets CCG and Tower Hamlets Council, who have supported the work of the Trust for many years and have worked with us in partnership to improve services to best meet the needs of clients. We welcome the support of Kingston and Enfield councils and look forward to working closely with them over the coming years.

Phil Evans
Chair of Trustees



The support of clients over the last couple of years has also been truly outstanding.

This was the most challenging year for Working Well for some time as the then three core contracts were all coming to an end. Fortunately, our track record for delivering successful projects helped us secure the renewal of all three contracts in Tower Hamlets (Upskill, IPS and the Employment Hub).

We were also successful in securing a new contract with the Royal Borough of Kingston upon Thames for a supported employment project. This was a particularly exciting as this was the first time we had won a bid that included supporting clients with learning disabilities and Autism as well as mental health issues.

At the very end of 2019/2020 we were also awarded the IPS contract for Enfield and we found ourselves in the novel position of recruiting staff and rolling out a contract remotely via zoom. We were greatly helped by the funders, Enfield Council and Social Finance, and by the new IPS Lead, Cyrus Jal, whose joint efforts meant that we were fully operational within three months of contract award.

We recognise that the deficit position

puts us in a serious situation and that we need to build on our financial strength as a matter of urgency, that this will involve significant internal financial oversight and scrutiny and may include further difficult decisions.

The expansion into Kingston and Enfield enabled us to meet one of our main strategic aims for 2019/2020 that of broadening our funding base. We will be looking to further expansion over the next few years so that the organisation is more financially resilient.

We built on this expansion by creating a new role of Operations Director to oversee the day to day operations of all our projects. Amelia Willett's promotion meant a change of leadership for the Tower Hamlets IPS contract with Laura Chisholm being promoted to become Employment Service Manager. There were several new members of staff too who joined us over the year, but I was pleased to confirm the internal promotion of two outstanding staff members not only as they have already proved to be successful in their new roles but also because it demonstrated Working Well's commitment to deliver



career progression opportunities for our team.

The strength of our staff team and their commitment to supporting clients has been vital in recent months as we have dealt with the impact of the COVID-19 pandemic on our services.

The support of clients over the last couple of years has also been truly outstanding. In particular, I would like to thank the large number of clients who supported the development and improvement of services through a range of co-production activities. It is those efforts that have helped transform our services over the last eighteen months and hopefully will lead to us supporting more clients in future years.

Helen Forster - *Chief Executive*

WHAT WE DO

ACCESS PRINT & DESIGN

472 Hackney Road E2 9EQ

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

During C-19, clients can complete training modules, supported over the phone and virtually. There are weekly IT Drop In sessions via Zoom every Thursday between 1-4pm. There is also a weekly virtual peer group that clients can join to reduce isolation and connect with others.

Contact **Brett Burgess** on **07517815536** or **brett@wwtrust.co.uk** for more information

SEW & SUPPORT

112 Cavell Street E1 2JA

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

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

Contact **Arif Miah** on **07873 151 176** or **arif@wwtrust.co.uk** for more information



BUSINESS & ENTERPRISE

Pritchard's Road Day Centre E2 9AX

Advice and support for clients wishing to start their own business. This can be as simple as an email consultation, or as complete as one to one support with emails, face to face meetings, funding advice, resource & application advice, business plan development, and more. During C-19, the service is running virtual social media workshops and podcasts on a range of business topics.

Contact **Julia Ellen-Lancaster** on **07904 186 218** or **julia@wwtrust.co.uk** for more information



RETENTION SERVICE

Pritchard's Road Day Centre E2 9AX

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

During C-19 the service is offering virtual support and advice and information around furlough and employee rights. The service will also provide live sessions and webinars and Q&A sessions via a Facebook group for all In Work clients.

Contact **Hassan Rahman** on **07951 190 119** or **hassan@wwtrust.co.uk** for more information



WOMEN'S EMPLOYMENT SERVICE

Pritchard's Road Day Centre E2 9AX

Tailored support for women in low paid jobs to progress in their careers or make a career change. This includes information on career progression routes, support to access training, CV support and interview preparation.

During C-19, the service continues to accept referrals and can provide virtual support.

Contact Rasna Begum on 07494 479 432 or rasna@wwtrust.co.uk for more information

EMPLOYMENT SERVICE

Pritchard's Road Day Centre E2 9AX

CMHT's

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 Laura Chisholm on 07546 531 268 or laura@wwtrust.co.uk for more information

PEER EMPLOYMENT COACH

Pritchard's Road Day Centre E2 9AX

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

During C-19, the Peer is running weekly virtual peer support groups, providing practical support to complete training modules and hosts peer WhatsApp groups to reduce isolation and an opportunity to connect with others during the lockdown. A peer fitness group is being developed.

Contact Murat Ahmed on 07732 710 731 or murat@wwtrust.co.uk for more information



UPSKILL

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

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

Contact Karen Nixon on 07951189782 or karen@upskill.org.uk for more information

KINGSTON

Siddeley House Canbury Park Road KT2 6LX

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

Contact the Kingston team on 020 7143 4044 or kingston@wwtrust.co.uk for more information

ENFIELD IPS

Based within Enfield mental health teams 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 Cyrus Jal on 07900 866205 or cyrus@wwtrust.co.uk for more information

This service started on the 1 April 2020.



OUR IMPACT

In 2019/20 we worked with over 1400 to support them to achieve their employment, training and wellbeing goals.

We offer a range of employment support to enable the person to choose the service that best meets their needs at that point of time. Although IPS is clearly the most effective form of employment support some clients may choose to complete a training course or do some voluntary work before they decide that they make the decision that they want to look for work.

We work closely with employers to secure voluntary and paid work, as well as working with them to support people in work. Over the last year we have worked with both national and local employers, including Royal Foundation of St Katherine, CQC and Gap.





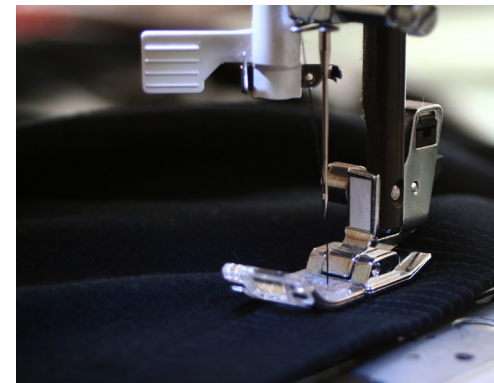
Access Print and Sew & Support

The enterprises adopted a new way of working in 2019 that brought in new skills to their teams and opened up opportunities for their clients.

The Peer Employment Coach plays a key role in working with clients who find the first step to employment challenging. This can be because of previous work experience or lack of confidence about what they can do next. The Peer Employment Coach offers support using lived experience of mental health and employment to help clients decide what they want to do and what opportunities they want to take up.

Access Print also developed a new weekly IT drop in to enable clients to improve their skills. As opportunities move online this session provided the key skills needed to access training, volunteering and wellbeing sessions.

Sew & Support and the Business & Enterprise Lead worked together to offer support to clients to set up their own creative enterprise, providing advice, information and a space to work.



Case study

When he first joined Access Print, HM was living in sheltered group housing and wanted to get his confidence back as he was very shy. He started with training in the shop, learning to serve customers and processing payments. Over time, HM reported that his confidence had increased and gradually took on more duties.

HM now helps train other participants (peer training) who are completing work placements at the project. This has further increased his confidence and now deals with customers, answers the phone and runs some deliveries. HM has developed the confidence to move into his own flat and recently got married. Staff recently helped him get onto an SIA course, and put him into contact with a security company so that he can apply for security jobs with the support of Access staff. HM is looking for a full-time role and due to the placement at Access, he now has a recent employment history, a prerequisite for most security companies.

OUR IMPACT



Business and Enterprise

We currently only have one part time worker, Julia Lancaster but over the last year she provided:

1:1 support for people wanting to set up their own business including -

- Ongoing and regular support set at the clients own pace
- Introduction to Business Planning including goal assessment, idea viability
- Referral to a range of Business support programmes, short or long term.
- Access to ongoing training opportunities both internal & external including, marketing & branding, selling online, social media, networking, financial planning & budgeting.
- Support with funding and grant applications

Highlights for 2019/20 was the development of a mentoring programme for clients being matched

with experience business sector mentors. This development was supported by the East London Business Alliance.

JT self referred to the B&E service in July 2019. This member had a background as a trained chef, which was a field of work he loved. After four years, having worked hard for a number of reputable establishments, he experienced an episode of psychosis which had a serious, long term impact on his mental health and as a result he exited the industry.

Cooking remained his passion but he felt he needed to find another way to rebuild his confidence and passion, that was mindful of his own health needs, assisted his recovery and did not run the risk of triggering episodes. JT had a very clear mission 'my long-term dream is to set up a Community Kitchen and Garden space open to all for community and well-being'.

The B&E service supported JT initially

through listening and identifying his goals, both short term and long term. JT was mindful of taking things at a pace that supported his recovery, non the less, his willingness to engage with every opportunity the service was able to identify, to gain business skills, enabled him to focus on the future. The advisor signposted JT to a business training programme delivered by the British Library IP Centre. This proved to be the perfect kick start for JT and provided enough training to help identify necessary milestones for future planning, without being too overwhelming.

The service then went on to support JT in researching similar food based projects that could provide inspiration and empathy of mission. The ‘Community Kitchen’ at ‘Made in Hackney’ was identified as one such project and JT, with support but on his own initiative, made contact and arranged to take part in a training session with them. A further project, Limborough Gardens Community Centre,

was also identified and JT began the process of developing a relationship with the centre and eventually proposing, budgeting and planning a ‘Live Well’ course, centered around preparing, cooking and eating healthy food, making use of the fresh produce available directly from the garden.

The first two sessions ran in January were oversubscribed and a resounding success, receiving highly positive feedback from participants and these pop ups have provided a grounding model upon which the business will be based.

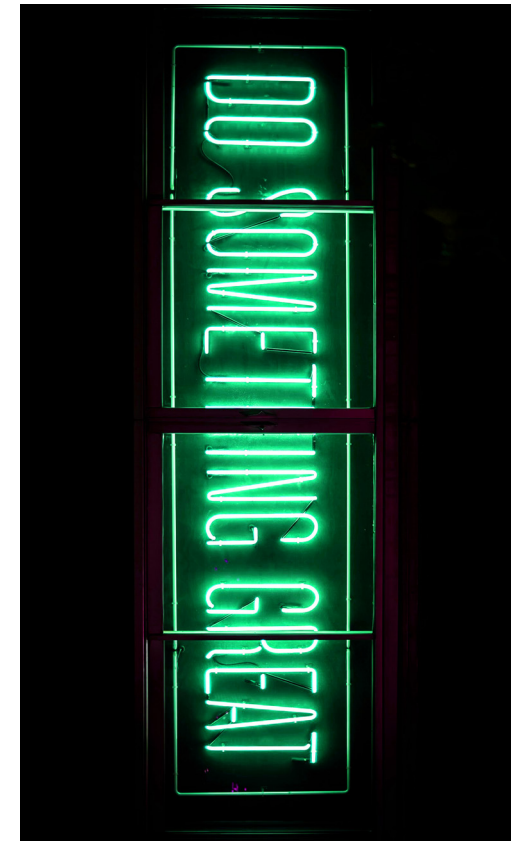
The service had also introduced JT to the Princes Trust Programme and JT attended an information day to see if it was right for him. In the end JT decided not to take part in the Princes Trust Programme, as he now feels much more confident in his ability to seek out support from a variety of sources as and when needed.

JT now feels highly motivated and has

developed a number of techniques, personal to him, that help reflect on the many milestones he has surpassed; maintain his motivation and assist in navigating a clear and methodical pathway going forward. In addition JT is now co-planning and will be co-delivering a ‘Starting a Business’ training session at Recovery College Tower Hamlets.

“I cannot stress enough how valuable Working Well Trust’s Business and Advice Service has been for me. The advisor’s considered, open and understanding approach has enabled me to conquer fears and share ideas with ease. Expertise that I previously thought would be difficult to come across has been generously provided. I very nearly did not proceed with my business idea due to mental health difficulties (cyclothymia) however the service contributed to me realising how I can manage my time and ambitions in a way that improves/ reduces my symptoms as opposed to exacerbating them.”

Best of all, I now have the confidence to take on the new challenges and to enjoy them in the process.”



OUR IMPACT



In - Work Support

The In-Work team expanded in the second part of this year following a new contract with Tower Hamlets. We were able to recruit a new team member and expand the service to a second Retention Specialist who was co-located on to a ward at Mile End Hospital for part of the week.

Clients come to the service at often the most critical time when their employment may be at immediate risk. The team provide urgent support not only to the client but to the employer by deescalating the situation, providing clear information and then working to agree a way forward. The team have an amazing success of over 80% of clients returning to the same job or employer.

The demand for the service continues to grow and we could easily double the team again.

Case Study:

MHB experienced a crisis whilst at work on 12th February. Management followed MHB's WRAP plan to help calm the situation and call the appropriate people. MHB was subsequently medically suspended by her employer. The IWS attended a meeting with MHB and her employer to discuss the support

system in place for MHB. Following conversation with MHB's employer, the IWS updated the WRAP plan in line with requests made by the employer. A crisis plan was created by the IWS in order to offer further support to both MHB and her employer should this situation arise again in the future. The employer has received both the updated WRAP and Crisis plans and has agreed to put in place the processes outlined in both documents. The service is now supporting MHB to negotiate her return to work.

MHB quoted the following:

I would like to provide feedback for both Olivia and Hassan.

They have both worked with me so well and my employers and thanks to them I have still been able to have my space in society. I am able to still be an ambitious, attend work, do things I love at work and get treated with respect even though I have a condition.

Working with both Hassan and Olivia. The level of passion and enthusiasm in every piece of work they get involved in which greatly appreciated. There was once a time I thought no one help me to achieve my working goals but thanks to Hassan and Olivia I can always depend on working well trust for support, guidance, and inspiration which are a priceless resource.

Kingston Supported Employment

This was our first year of working in Kingston. It was also our first year of formally opening our services to referrals from Learning Disabilities teams. This was a steep learning curve for the organisation as we had to set up a new team, without an existing presence in the borough and with new referral partners.

We recruited a wonderful team of employment support workers who joined existing staff who were transferred from the previous provider.

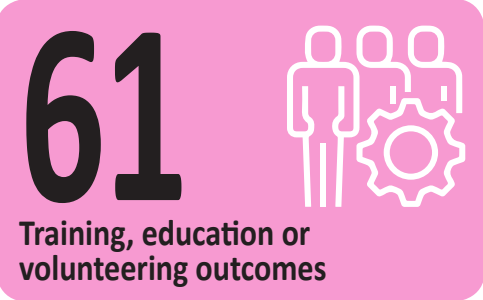
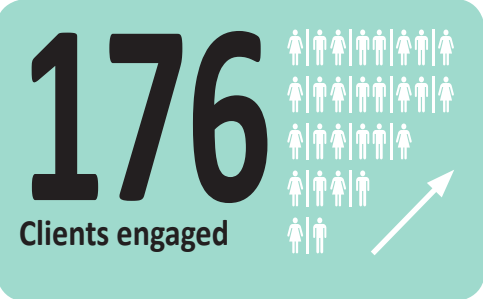
We found a central office just near Kingston station and developed links with local providers such as Adults Social Care, Kingston Mind, Jobcentreplus, and Community Catalysts.

and the client has been performing well at work overall.

AM was put on furlough during lockdown. The employment worker encouraged AM to take relevant work-related training courses online so he can build his skills and keep learning while he is away from work. These have been introductory courses to software that he will be using in his role. AM has said he is glad that he did these courses and he feels they will be helpful in his role when he returns to work.



In the first year we were able to:



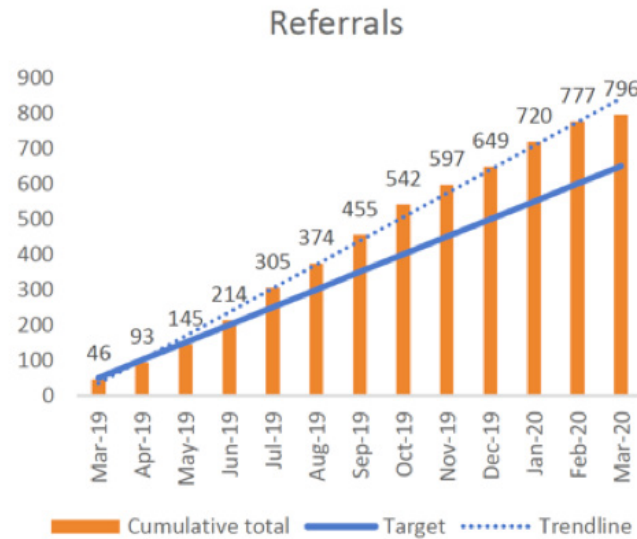
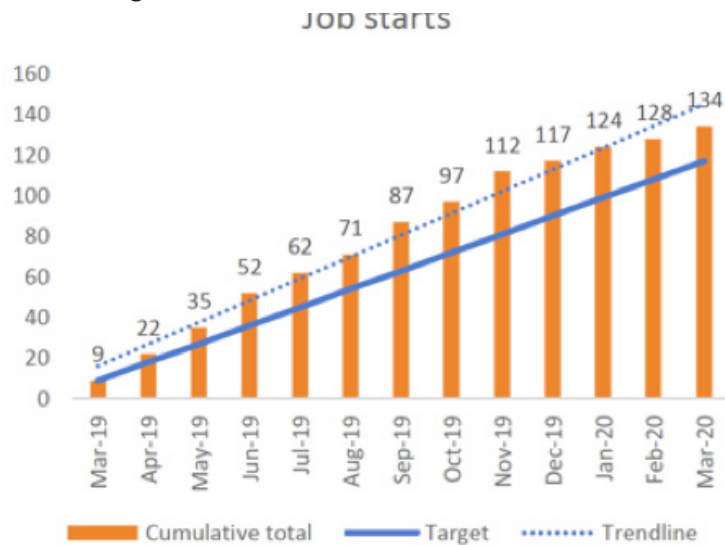
Case Study

AM has been working as a database administrator at a London museum. AM came to Working Well Trust for in-work support to help him stay organised at work. The employment worker has helped the client to implement various strategies to help him to keep track of his priority tasks,

OUR IMPACT

Tower Hamlets IPS

The team had an amazing year and we are pleased to report that they exceeded their job start targets. They also exceeded the referral target



Case study

SI was referred to the Working Well Trust in October 2019. In the first meeting with the employment specialist (ES), SI explained that she was keen to work in the short term in part-time customer service. In the long-term, her plan was to work for Tower Hamlets Council.

By the end of the session, both the ES and SI devised an agreed action plan together for the following week ahead. SI identified that she wanted to apply to several vacancies and would benefit from some pre-interview skills and mock Interview support.

By the following appointment, the ES

had supported SI to consider applying for suitable vacancies and visited some retail employers directly. After having attended a successful interview with Tower Hamlets Children’s Service, SI was informed that she was successful in her interview and offered a part-time contract that began on the 23rd of March.


Now, given the exceptional circumstances of the Corona Covid-19 outbreak, SI has had her induction at home via WhatsApp video calls. SI will continue to work from home for the rest of the week, spreading her hours over each day equally. SI has worked with the ES via a call- appointment to go over an in-work support plan, but given that it is still early days will be continuing to support SI in the following weeks to ensure that her transition into work continues to go well.

Quote from SI:

“I was very glad that I had support throughout my journey looking for work. It has been very reassuring that I can attend the WWT for work and interview support and that way I don’t feel so anxious and alone. I am very appreciative that this support is still available to me even if it via calls, especially now”



254 

Initial engagements

16 

Paid employment outcomes

155 


121 support

134 

Training & volunteering outcomes

170 

Registrations

Upskill

This year saw the team double in size following a new grant award from the London Borough of Tower Hamlets. The team set up a new location within the Island Community Centre to encourage Isle of Dogs resident to access the service. The new location also allowed us to form new partnerships with local services include the great team in the Community Centre.

Upskill provides guidance and advice to people with mental health issues using a step by step approach. A combination of one to one consultations as well as email and phone support helps clients to identify and achieve specific goals, extend their skills and experiences, improve their sense of well-being and bring them closer to the job market.

For many people who have had to deal with mental health issues in their life moving into part time or full time work can present challenges –

- Gaps in CVs or no recent relevant employment or references
- Lack of recent or relevant qualifications
- Concerns about benefits
- Confidence or basic skills concerns including language.

Client interview

RK has worked with Upskill staff accessing both support to meet his targets and also utilising peer

support to combat isolation. Working remotely RK was able to apply for work in the care sector initially finding work at the Nightingale Hospital and then after the closure of the facility with his newly gained experience he has applied and started a new role in social care.

Who has helped you at Upskill?

RK: "Ashley & Zuzanna. I do not feel like giving up as they support me to keep going. The chance to have a regular meeting helps me maintain a degree of momentum".

What are the benefits of Upskill?

RK: "I use them as a sounding board. They listen and give sound advice and there's a feel of genuine care for people to progress. Upskill helps give job seekers direction – like a road map on how to return to work".

Where would you be without Upskill?

RK: "Without access to Upskill it would be easy to feel alienated and alone. Upskill prevents me from plummeting into a pit of despair".

How has Upskill supported you?

RK: "Upskill has been very beneficial through offering practice job interviews. A great thing about speaking to someone is you can bounce ideas off them and gain credible advice. There is sincere and tangible human engagement that goes on at Upskill".

OUR IMPACT



Women's Employment Project

Rasna Begum, the Women's Employment Worker, identified two successes from this year:

The creation of a structured and holistic approach: this involves identifying gaps in education and training, skills, voluntary and work experience, where engagements can be made with employers, ability to job search and fill out job applications, interviews, disclosure or mental health and reasonable adjustments, as well as outside commitments, motivation and confidence. The aim is to try and address these needs in a shared agreement with the client. Action plans are reviewed every 3-6 months to measure progress and the estimated time of progression can take between 6-12 months depending on their capabilities, transferable skills and work readiness.

The service has been flexible and has received a high level of engagement from women, particularly from those with additional commitments or disabilities on-top of their current work. Face-to-face and/or telephone appointments, meetings out in the community after work hours, or near their workplace, and the use of digital platforms such as WhatsApp, Skype and LinkedIn have been useful in working around client's needs and has made it more accessible.

Case Study:

ST was referred by a social prescriber from the Bromley-By-Bow Centre in March 2019. At the time, she was doing an apprenticeship as an Assistant Recruiter/Marketing Assistant and earning the apprentice wage for under 25-year olds. She wanted to move into retail marketing, particularly in fashion with companies such as ASOS. ST was supported to apply for marketing roles, then she decided she wanted to work in retail instead. ST and the Women's Employment Worker spent

an afternoon handing out CVs and speaking to retail businesses within Westfield in Stratford, including stores such as Schuh, Next, Ann Summers, Victoria Secret etc. After a while, ST developed more confidence in speaking to employers on her own.

ST was offered a seasonal role for at Victoria Secret during the Christmas period as a Retail Assistant and started earning the minimum wage. However, as this was a temporary role, ST needed to find something more sustainable from February 2020.

In that period, ST had re-evaluated her choices and interests, and decided that she instead wanted to work with children and teenagers, providing peer support. She expressed she wanted to do something similar to what the Women's Employment Service had offered her, but with disadvantaged youths.

We began to explore this new line of work, and ST applied for a new apprenticeship, working as a Business Administrator within a school. She was offered the role, and as of March

2020 started working within a primary school in Bow, Tower Hamlets. ST stated that she is earning more than her previous apprenticeship, and is quite happy with it, and that it aligns with her career goals. ST said it is 'the best job I've ever had'.



FUNDRAISING

During 2019/20 we secured:

Tower Hamlets IPS Service

This new contract actually started on the 1 April 2020 and follows on from our successful IPS contract in the borough.

The Employment Hub

This was also funded through the Tower Hamlets Joint Commissioning Team. The contract is for three years beginning in the summer of 2019. There is also the potential of a two year extension.

The contract enables us to provide a wide range of services:

Peer Employment Support
Training within our enterprises (Access and Sew & Support)
Retention and Business Advice support

Enfield IPS Service

This service also started on the 1 April 2020 with a four year contract.

Kingston Supported Employment Service

The service began at the start of August 2019 for three years with a potential

two year extension. Although our client group has always included people that experience other conditions, this was the first project that included people with learning disabilities and Autism in the referral criteria. The employment support model is also the first service for Working Well that combines both the Upskill and IPS models of support in the same project offer.

London Work Resource

This service is funded by the Trust for London to research career progression for people with mental health issues in low paid work. Unfortunately due to delays in recruitment the project did not start until the summer of 2020.

Upskill

A joint project with Mind in Tower Hamlets secured a four year contract with the London Borough of Tower Hamlets to deliver a project that uses training, employment and volunteering activities to improve clients' wellbeing.



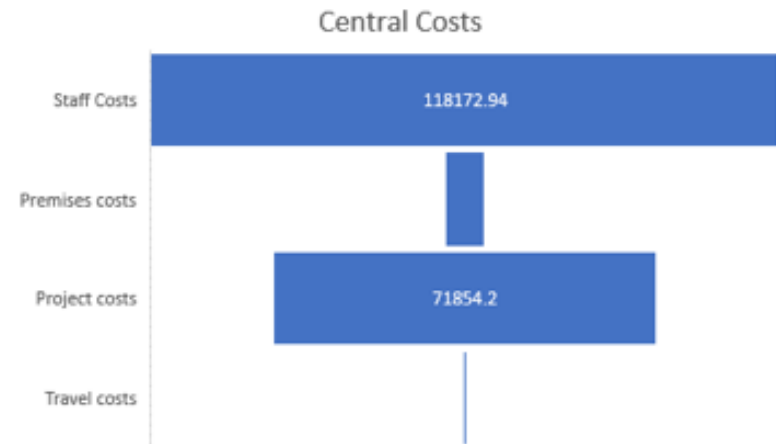
The project started in October 2019, replacing the old Upskill service. This was the first project secured with an evaluation survey designed and completed solely by peer volunteers.

Where your money goes:

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



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



OUR PLANS

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

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

In 2019 we set the following objectives:

Objective	Timeframe	Partners & Resources	Outcome
Wellbeing and Lived Experience New funding to be secured to sustain Upskill service to include development of new peer roles	Current funding comes to an end in autumn 2019.	Support from Mind in Tower Hamlets and Mind Upskill peer evaluation Upskill video Coproduction bid team	Contract secured with Tower Hamlets Council
Initially one post focusing on the arts and cultural sector as staff member is already a specialist in this sector outside of WWT	Within 12 months	Workpath funding for training and apprenticeship support	Not successful with Workpath but a new mentoring programme with ELBA was set up
Retention Complete an in-depth evaluation of the complex retention service	Within 12 months	London Retention Network Trust for London	Application successful

We were also able to achieve some of our longer term ambitions include developing new employment services in Kingston and Enfield and recruit more peers in to our workforce.

We also strengthened our Head Office team by recruiting to the new post of Operations Director. As the organisation has grown so has the complexity of our services but we did not have the structure to support staff nor have capacity for further expansion.

Plans for 2020 and beyond

Staff:

- Recognise staff wellbeing importance as part our wellbeing plans
- Look at new ways of supporting staff development

Co-Production:

- Co-Production group to be developed

Improve Communication:

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



FINANCIAL REVIEW

Working Well Trust experienced a couple of challenging years. We had expected that by the end of March 2020 we could look forward to a period of growth which would provide sustainable financial strength. This remains the plan but our timetable needs to be changed and we are now looking at a new plan for the Trust. We have taken some steps to implement this plan such as project restructuring, investment in our internal systems and staff including the appointment to a new post of Financial Director, and work on a new strategy that focuses on our organisational strengths.

Analysis

Working Well's income grew during 2019/20 as we secured new contracts with the Royal Borough of Kingston and the Upskill project in Tower Hamlets was expanded. Other core services such as the Tower Hamlets IPS service and the Employment Hub (replacing the Inspire contract) also brought some certainty for the organisation over the next few years. By the end of the year we were also looking to expand into Enfield as we were awarded the IPS service for the borough. However, we also saw

a significant reduction in commercial income from our enterprises, partially due to the changes in delivery disrupting commercial activity but also due to a drop in demand for the print services offered by Access. Therefore, although the organisation grew in 2019/20 the position remains challenging due to the account showing an overspend of unrestricted funds.

For the year ended 31 March 2020

	2020 Total £
Income from:	
Donations and legacies	6,150
Charitable activities	
Vocational training & support	
Sew and support	111,980
Access	178,422
Hub support	81,695
Rework	253,172
Upskill	72,971
Reward	-
Kingston	107,333
Industry Expert	5,000
IPS Growth	113,312
Women Project	27,062
Total income	957,097

For the year ended 2020

Expenditure

	2020 Total £
Staff costs (Note 6)	730,077
Other Staff Costs	41,429
Direct Project Costs	82,842
Premises Costs	93,597
Communications & Office Costs	13,673
Staff Training	5,318
Insurance	3,484
Legal & Professional Fees	48,618
Audit & Accountancy	12,791
Travel & Subsistence	1,910
Equipment Costs	4,073
Depreciation	11,327
	1,049,139

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 2020 the accounts show a deficit of £95,601. As stated a plan has been agreed to improve this position.

Financial plans

We have already begun a new Financial Recovery plan to ensure that the organisation is secure, is able to sustain our services and to build our financial strength. The actions below are the Board of Trustees’ response to the challenging position we are in, some have already been implemented and will be reflected in the accounts for 2020/2021, others are longer term and require a sustained commitment by the Trust to make further difficult decisions when necessary.

Reducing costs

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

Investment in skills

- Expanded the board of trustees to enhance the range of financial, strategic and specialist skills

- Brought in a new Financial Director to strengthen our financial systems, reporting and strategic planning.

Fundraising strategy

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

Performance

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

Goals

- Setting an annual surplus target of £50,000
- Implement further remedial actions when necessary

Government support

- Made use of furlough scheme, for example in 2020/21 we claimed £38,877.

FINANCIAL REVIEW

Going Concern

The Board of Trustees are confident that the above steps will secure the future of the Trust. As mentioned above, the Trustees undertook a review of the current financial situation to assess whether they considered the Trust to be a Going Concern. We reviewed the risks that could impact on our ability to meet our liabilities in good time. In particular, the Board considered the security of the forecast income especially those linked to outcomes. The Board also agreed further actions to be taken if outcome payments fell below the forecast levels. After reviewing all the information, the Board agreed that the Trust was a Going Concern but to ensure they were being vigilant in their responsibilities as Trustees that they would continue to monitor the Trust's position monthly for the next year.

The Board's decision was based on the knowledge that we have taken immediate steps to reduce expenditure and that we have secure contract income for all our services until the summer of 2022, possibly to 2024 if contract extensions are implemented. Secured income/contracts contribute 96% of all income forecast for the year 2021/22. As stated above, the new contracts include

those for existing services with the London Borough of Tower Hamlets and the Tower Hamlets Clinical Commission Group (CCG). We were also awarded new contracts with the Royal Borough of Kingston upon Thames and Enfield Council. We were also awarded a grant from the National Lottery Community Fund and the EQUIP ESF fund.

The support of our funders over the last year has been a significant factor in giving the Board confidence in planning our recovery. We have been especially pleased with the new relationship with Enfield Council who asked us to expand the IPS services contract in March 2021 to take on an additional mental health team.

Over the last three years we have seen the commercial income generated by our enterprises reduce, a position which worsened over the year since March 2020 particularly for our printing project, Access Print. Although print related income levels are likely to increase as the pandemic restrictions ease the Board it is unlikely that they will achieve the same levels seen four years ago when they exceeded over £100,000, this was when the project generated significant unrestricted income for the Trust. The board therefore agreed to transition this

project to a new sector which will better meet our client needs. The transition is supported by new funds from the Enterprise Development Fund. We are recruiting a new Operations Manager to lead this transition and to also be responsible for developing new income streams based on the under-utilised premises space and resources. Although we look forward to commercial income increasing over the coming year the Board it is clear that this income will make a relatively small contribution to our overall budget.

As stated above we have also reduced our expenditure to reflect the loss of commercial income. We reviewed all cost areas with the most significant savings being made by reducing the Employment Hub staff costs. Unfortunately, this meant losing two valued team members, but the changes were necessary to reduce expenditure and to make the changes needed in the enterprises to secure their future.

During the last year we have also taken advantage of the Job Retention Scheme, furloughing three members of staff based within our enterprises as their operations were significantly reduced during the three lockdowns. The income improved our cashflow position

considerably. We also maintained our existing borrowing facilities and made use of this when needed in the short term.

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

We understand that pandemic is likely to impact the availability of funds, specifically grants from trusts, foundations and local boroughs. Although we will continue to try to secure these funds we expect that there will be increased competition for reduced funds. We will focus on our fundraising efforts on securing new employment contracts based on the commitment to continue to support the development of IPS by NHS England in their ten year plan. The decision to focus on employment services is also based on the reputation of our IPS services which are highly regarded and amongst the best performing in England, as evidenced by the quick expansion of the Enfield IPS team.

We anticipated achieving a surplus of approximately £35,000 in March 2021 but this was reduced to £3,000 due to the need to allocate funds for

unused annual leave carried over to the new financial year. We have made the decision to change the annual leave period for 2021 so we will no longer need to allocate funds to cover unused annual leave. A surplus is forecast in March 2022 of just over £50,000. The forecast for March 2022 is based on the current income streams including the expansion of the Enfield service. We hope that our fundraising efforts over the year will improve the position. The Board of Trustees will thereafter set a minimum annual surplus target of £50,000 to initially resolve the deficit and to then build up reserves.

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

Reserves Policy

The trustees aim to maintain free reserves in unrestricted funds at a level which equates to approximately three months of unrestricted charitable expenditure. The trustees consider that

this level will provide sufficient funds to respond to applications for grants and ensure that support and governance costs are covered. The trustees consider that a level of three months is sufficient at this time given our current contracts and grants.

The balance held as unrestricted funds at 31 March 2020 was a deficit of £97,302. It is therefore a financial priority for the Trust to improve the position with a minimum annual target of £50,000 unrestricted income surplus to gradually reverse the current deficit and to slowly build the required reserves.

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. Cash book & Bank Statements
7. Fixed Assets
8. Petty Cash
9. Cheque Books & Cheque Signatories
10. Cheque Requisition Procedure
11. General Security
12. Postage, Couriers, and Other Means of Carriage
13. Staff and Management Committee Expenses
14. Staff Remuneration
15. Contracts with Others

GOVERNANCE

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

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

We do this by:

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

Leadership

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

Board Membership

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

Phil Evans	Chair of Trustees, member of the Governance and Digital working groups, member of the Finance sub committee
Neil Lukha	Treasurer and Finance Sub Committee Chair
Julia Ingall	HR Sub-Committee Chair

Martin Bould

Strategic Development Chair, member of the Governance Working Group

Ollie Brothwood

Member of the Digital Working Group

Phil Stitson

Member of the Strategic Development and Finance sub-committees, and member of the Governance working group

Brigid MacCarthy

Member of the HR Sub-Committee

Victoria Derkash

Member of the Strategic Development Sub-Committee and Governance working group

David Free

Member of the Finance Sub-Committee

Caroline Atkinson

Member of the Strategic Development Sub-Committee

Senior Team

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

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

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

All staff undergo an annual appraisal.

Public Benefit Statement

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

Integrity

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

Avoiding Conflicts of Interest

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

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

There were no externally reportable conflicts of interest in 2019/20.

Transparency for Funders

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

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

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

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

Environment

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

Equality and Fairness in Pay

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

Remuneration Decisions

Until July 2021 the full board acted as the remuneration committee. Following the recruitment of a specialist Human Resources trustee this function has

GOVERNANCE

now become part of a separate sub-committee which has delegated authority from the main board. The committee consists of three trustees, the Chief Executive and two staff representatives.

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

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

Pay Policy

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

Pay Principles

Working Well Trust adheres to the UK government's statutory and living wage rates. We ensure that all staff delivering

similar roles within each project are paid the same. We set an annual pay budget taking into account contract requirements, affordability and external pay trends.

Senior Staff Pay

No staff member is paid over the disclosure threshold.

Decision-making risk and control

We have implemented new systems to ensure that the board and senior team are making evidence based decisions

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

Trustee Board responsibilities

The Trustees (who are also directors of

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

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

1. Select suitable accounting policies and then apply them consistently;
2. Observe the methods and principles

3. Make judgements and accounting estimates that are reasonable and prudent;
4. State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
5. Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation;

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

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

Financial responsibilities

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

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

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

Financial statements are published on the Working Well website.

Financial Oversight

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

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

Budgets are reviewed quarterly and reforecast when appropriate.

The finance team are involved in the

tendering and application process for new income streams, and the planning of new activities and contract agreements.

Financial Reporting

There are two main elements of financial reporting:

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

Financial Policy

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

Financial Sub-Committee and External Audit

The Financial Sub-Committee oversees the work to prepare for the external audit. This committee also recommends

GOVERNANCE

the appointment of the external auditors to the Trustee Board.

Risk Management

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

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

Financial Risk

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

The most significant long term financial risk for the Trust is funding uncertainty. To minimise this risk a fundraising strategy is agreed annually, and progress reviewed quarterly.

Non-Financial Risks to Working Well:

COVID-19

The pandemic initially closed all services during March 2020. The projects have adapted and most are able to deliver services online with all staff working from home for the majority of the year. It is not yet clear how the pandemic will impact the services in the long term but it is likely to affect our enterprise activities and fewer job opportunities for our clients. We continually review our working practices to assess whether they will be able to meet emerging needs.

Home Working and Information Security

We have developed strong systems to protect our information and have committed to securing Cyber Essentials accreditation. Increased home working for staff due to the COVID-19 pandemic

led to a review of the information systems to ensure information was still protected.

People Risks

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

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

NHS Transformation Plans

The NHS Long Term Plan published in 2019 set out a roadmap to transform how the NHS works. Elements of the

plan will impact Working Well Trust such as the shift to primary care networks changing the teams the IPS employment specialists work in to multi-disciplinary teams. We are closely monitoring how the plan will be implemented and are working closely with the local transformation teams.

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.

Fundraising Standards and Regulation Compliance

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

Trustee Board effectiveness

Appointments to the Trustee Board

Trustees are mainly recruited through volunteering initiatives such as ELBA and Reach. Recruitment to the board is now based on a regular trustees’ skill assessment which identifies areas to be strengthened. Potential trustees submit a curriculum vitae to the board and if they are considered suitable they are invited to meet with the Chief Executive and a member of the board. At the meeting the role of the trustee is explained and the candidate can ask questions. Interested candidates are then invited to observe a board meeting. New trustees complete an induction process which includes information from the Charity Commission on their responsibilities and key personnel within

the Trust. The induction has also been adapted to promote the recruitment of people with lived experience of mental health, learning disabilities and Autism to the board of trustees.

Maintaining Independence

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

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

Length of Service

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

Trustee Board Meetings

The Trustee Board meet formally six 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

GOVERNANCE

staff to decide how commercial work is prioritised and how the training is delivered to meet their individual needs.

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

Serious Incident Reporting

No serious incidents were reported during 2019/20.

Raising Concerns Internally

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

Our Commitment to Safeguarding

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

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

Complaints and Feedback

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

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

Certifications and Registrations

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

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

Conclusion

The Annual Report of the Trustees of the Working Well Trust was approved by the Trustees on 30/06/2021 and signed on their behalf by

Phil Evans
Working Well Trust Chair

workingwell
trust

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

Tel: 020 7613 7096