

Registered number: 09461422

COMPANIES HOUSE
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THE WHAT WORKS CENTRE FOR WELLBEING CIC
(A company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019



THE WHAT WORKS CENTRE FOR WELLBEING CIC
(A company limited by guarantee)

COMPANY INFORMATION

Directors	Iain Gregor Henderson Andrew Peter Hudson Dr Paul Litchfield Emily Jane Robinson , resigned 17 April 2018) Daniel Richard Corry Paul John Najsarek Eleanor Budden , resigned 21 January 2020) Sarah Jane Blunn Charlotte Pickles (resigned 17 April 2018) Ruth Gibson (resigned 17 April 2018) <i>Deborah Jane Potts (appointed 20 November 2018)</i> Helen Mary Baker (appointed 25 September 2018)
Company secretary	Nancy Hey
Registered number	09461422
Registered office	20 Victoria Street London SW1H 0NB
Accountants	Michael K Chartered Accountant 7 Forest Road Sutton Surrey SM3 9NT
Bankers	Unity Trust Bank Nine Brindley place Birmingham B1 2HB

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CHAIRMAN'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2019

The chairman presents his statement for the period.

Public interest in wellbeing and mental health has increased substantially over the past year. The political stalemate concerning the UK's future relationship with the European Union has caused many to reflect on society's priorities. The view that economic success is only part of what matters has gained ground and wellbeing is increasingly seen as a useful measure at national, local and individual level. HM Treasury's guidance on how to appraise and evaluate policies, projects and programmes (the Green Book) has been amended to emphasise the importance of wellbeing as an outcome. The Government of New Zealand has gone further and has structured its budget around a Living Standards Framework with wellbeing at its heart. These developments have increased the need for reliable evidence on what drives wellbeing and how to measure it. The What Works Centre for Wellbeing has therefore moved more centre stage as it has continued to thrive and establish its position as a trusted source of advice for a broad range of stakeholders. Last year's high level of output and impact has been maintained with a particular focus on community, social connections and the roles of civil society and business. Highlights have included a review of the evidence on tackling loneliness and the creation of an evidence and practice hub for mental wellbeing in the higher education sector. The Centre lives and breathes through its partnerships. Collaboration with the academic units that underpin the evidence base through their research has been cemented and extended. Relationships with a range of Government departments, funding bodies and businesses have been developed further. Engagement with the voluntary sector and other organisations committed to addressing inequalities in health and wellbeing have been strengthened. We have sought to increase the Centre's resilience by recruiting new Board members with experience of the VCSE sector and by taking on additional staff to augment our analytical and communications capability.

As we become more mature as an organisation, we will seek to sharpen our focus. There remain significant evidence gaps in this area which we will seek to fill. Some of those gaps relate to "what" works but there is an even greater void in the understanding of "how" and "why" interventions are successful. We will therefore prioritise the evaluation of implementation and the dissemination of lessons learned. By doing so we hope to contribute to an improvement in wellbeing of people and communities in a way that is effective and efficient



Name Dr Paul Litchfield
Chairman

Date 28 November 2019

THE WHAT WORKS CENTRE FOR WELLBEING CIC
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DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2019

The directors present their report and the financial statements for the year ended 31 March 2019.

Directors' responsibilities statement

The directors are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and regulations.

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 applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. 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 Company and of the profit or loss of the Company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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

Statement of Community Benefit

The objects of the Company are to carry on activities which benefit the community and in particular (without limitation) to improve the wellbeing of individuals and groups including but not limited to the generation of systematic assessments of research on, and interventions to improve, wellbeing and to enable policymakers and practitioners to consider wellbeing at the heart of their work.

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DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2019

Principal Activities

VISION AND MISSION

The What Works Centre for Wellbeing's vision is of a future where the wellbeing of people and communities improves year on year and wellbeing inequalities are reduced.

The Centre believes that improving wellbeing is the ultimate objective of policy and community action.

The Centre's mission is to develop and share robust, accessible and useful evidence that governments, businesses, communities and people use to improve wellbeing across the UK.

The Centre's Theory of Change is based on evidence of what works best for using evidence in decision making that inform our four strategic objectives:

1. Wellbeing is recognised as a meaningful and measurable goal for decision makers
2. Generate wellbeing evidence that is robust, meaningful and useful
3. Knowledge of what works reaches people who can and want to use it
4. More evidence-informed action taken, and more trials and studies are done which feed back into evidence base

Our approach

Independent: we act as an impartial convener of people with different views and perspectives, and speak up about our findings - both when they confirm accepted wisdom and when they challenge it.

Evidence based: we believe that decision making should be informed by the best possible evidence. We bring together the best evidence from wellbeing research to help guide actions that improve people's lives. We believe that evidence is a journey, and that everyone has a role in contributing their findings on what works. We aim to be evidence based in what we do.

Collaborative: we work with others to keep improving the evidence and try out ideas. We work in partnership where possible, building on and using the best work in the field wherever it's done. We add value by connecting academics, organisations, decision makers and individuals in meaningful and productive conversation and action.

Practical: we are focused on what organisations can do to improve wellbeing, producing evidence that is actively useful and valuing learning from practice. We listen to a wide range of people, and share evidence in ways that are accessible, relevant and useful.

Open: we encourage new ideas and approaches to help us fulfil our mission. We recognise that there are different views about wellbeing, and that the discipline is evolving - and we welcome this diversity. We are open to what we can learn from a range of approaches and findings. We aim to be as open and transparent as possible about what we do, so that others can do it too.

Iterative: we learn from experience, and encourage others to do the same by investing in new approaches to understanding and improving wellbeing. We believe that creating robust evidence is a journey and that each step is worthwhile. We support others on their journey so we can build better evidence of wellbeing together.

WHAT IS A WHAT WORKS CENTRE

The What Works Centre for Wellbeing is part of the What Works Centre network. The What Works Centres have been set up as independent centres with the aim to bridge between evidence, or knowledge, and practice for key decision-makers in the UK. The aim is to improve the way Government and other organisations adopt and generate evidence for more effective decision-making. As a 'knowledge-broker' organisation and function as a bridge between academia, policy and practice, ensuring the most robust and relevant evidence reaches the

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DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2019

right audiences in the most accessible way. We do this through:

- 1: Building Leadership and collaborations - acting as a convener
- 2: Evidence and Analysis Synthesis
- 3: Translating evidence, communicating and engaging our audiences
- 4: Implementation, adoption and generation of new evidence

Our work

Summary

Over 2018/2019 the Centre has grown significantly, doubling its core staff and continuing to build on longstanding and innovative partnerships with stakeholders in government (national, devolved, and local), civil society, business and academia. This year has seen a particular focus on solidifying our relationships and partnerships with Civil Society, with three year support (2018-2021) from the National Lottery Community Fund. There has also been a transition for the Centre, both in relation to its structure with Public Health England financial support coming to an end, the new partnership with the National Lottery Community Fund, and changes to our academic partnerships. Following a strategic review, the Centre has identified, along with methodological development, two primary areas of focus:

1. Community, Social Connection and with the Voluntary, Community and Social Enterprise, Civil Society Sector
- 2 Working Age and Business

These have represented the main areas of investment during this year and are the foundation of upcoming work in future years with our commissioning partners the ESRC and AHRC.

Leadership and collaborations: convening across sectors

We are a bridge between knowledge and informed action for decision-makers across all sectors. Collaboration is a founding element of what we do.

Over the last year we continued to work with a network of researchers, think tanks, businesses, government departments, professions and non-profits to provide robust evidence, practical guidance and thought-provoking discussion papers on issues that we know matter to them around wellbeing. For example:

we have developed successful partnerships with Universities UK, to look at the evidence on the wellbeing of higher education students, and practice examples in Universities that are implementing policies to improve wellbeing and mental health.

The Centre has also increasingly strengthen its relationships and collaborations with the business sector and has a Strategic Council for Wellbeing at Work, in partnership with Bupa, BT, and Nationwide.

We partner with Government - National, Devolved, local and officials, analysts and elected representatives - on a range of projects and have provided advice on the changes to the Treasury Green Book, focused on putting wellbeing at the heart of policymaking. We manage the Social Impacts Task Force monthly meetings to inform the Government analytical profession on the latest evidence from our research teams. The Centre has also taken on the management role of the All Party Parliamentary Group (APPG) on Wellbeing Economics, holding organised two meetings looking at 1) Measuring Children's Wellbeing and 2) Wellbeing and the Spending Review.

The Centre is part of the UK Government's What Works Network, and as part of this we take part in quarterly council, operational and communication meetings, but also work closely with other What Works Centres in the Network, with the aim to facilitate access to evidence across a variety of audiences and to increase collaborations among Centres in the network.

Examples of these successful collaborations, funded through the ESRC What Works Strategic Fund, included:

Wellbeing across the life course in partnership with Early Intervention Foundation, Centre for Ageing Better, and Carnegie UK and included case studies of best practice from Local Authorities, such as

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DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2019

Hertfordshire, South Norfolk, Brighton. This project has informed our work with Local Government and will lead to a project in partnership with the Health Foundation.

What Works in Disadvantaged Places, in partnership with the What Works Centre for Local Economic Growth, NICE, Education Endowment Foundation, Early Intervention Foundation, College of Policing, and the Centre for Ageing Better.

The What Works Centre for Wellbeing is UK wide and we have been part of the What Works Summits in each of the devolved nations of the UK that aim to build awareness of, and increase collaborations with the What Works Network.

Evidence and Analysis Synthesis

Over the last year, the Centre's main Evidence Research Programme supported by the Economic and Social Research Council, Arts and Humanities Research Council and HM Government came to an end. This was followed by a Transition Year programme in partnership with the four leading universities: University of East Anglia, Brunel University, Liverpool University and the London School of Economics. The Transition programme was put in place to take forward some of the evidence gaps identified by the main evidence programme's findings.

In addition to the main Evidence and Transition Programmes, we have also commissioned independent research on loneliness and wellbeing in higher education, which led to the publication of:

- 1) Tackling Loneliness: A review of reviews
- 2) Student Mental Wellbeing in Higher Education: Evidence & Practice Hub

In partnership with the Economic and Social Research Council, we have led the commissioning of additional secondary data analysis through the Secondary Data Analysis Initiative call for proposals held in March 2019. This will bring to the development three additional research projects to commence in April 2020, which will shape the direction of the Centre's work over the coming years.

As part of the main Evidence Programme we produced the following outputs in four research areas:

Work and Learning

- Adult education and wellbeing (systematic review)
- Cost-effectiveness analysis of work and learning interventions
- Wellbeing as barrier - Engagement and progression in learning for 16 – 24 year olds (systematic review)
- Transitions - in-work progression and wellbeing (systematic review)

And a variety of briefs, including on Good work, wellbeing and changes in performance outcomes, Education to employment: the role of wellbeing, and 'Do job changes increase wellbeing?'

Community Wellbeing

- Housing interventions for 'housing-vulnerable' adults and its relationship to Wellbeing
- Briefing and technical report: Places, spaces, people and wellbeing
- Green space and wellbeing inequalities (in-depth case study)
- Joint decision-making and community wellbeing (systematic review)
- Roadmaps to community wellbeing: a series of graphic and audience-friendly models to explain what impacts community wellbeing.

Culture and Sport

- Systematic review and Secondary Data Analysis on Outdoor recreation, family and wellbeing

Lifecourse and Cross cutting

- Global Happiness Council - workplace, mental health sections
- World Happiness Report - focus on immigration
- Secondary data analysis on the determinants of wellbeing at local authority level.

We also published the Wellbeing Evidence Knowledge Bank - a tool collating all the Wellbeing evidence produced by the Centre's led systematic reviews to date.

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DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2019

TRANSITION YEAR PROGRAMME

The transition year research programme that started in November 2018, is built around the four founding research teams that are addressing different areas of wellbeing, building on research outcomes of the main evidence programme outlined above. These include:

Cross Cutting Capabilities.

Led by the London School of Economics (LSE) with the aim to develop a collaborative approach to further the wellbeing science methodology and provide tools for evaluation and measurement across sectors.

Work and Learning.

Led by University of East Anglia (UAE) to address the wellbeing of the working population and on the role of the employer in improving wellbeing and cost effective interventions for wellbeing.

Culture and Sport.

Led by Brunel University with the aim to understand the link between loneliness and wellbeing, with the focus on the role of culture and sport in alleviating loneliness and improving wellbeing.

Community Wellbeing.

Led by Liverpool University with the aim to understand the determinants of community wellbeing, and the role of businesses, places and people in influencing community wellbeing.

Translate, Communicate and Engage

As a What Works Centre, a core function is knowledge mobilisation, meaning that the evidence we synthesise needs to be effectively translated so that it can be well understood and used by the audiences and decision-makers we work with. End user involvement is built into the Centre's Board, setting the strategic direction, and the Advisory Panel quality assurance process and throughout our communications and dissemination. We give equal voice to evidence and practice through our weekly content blogs to ensure mutual respect and build trust required for communication and system learning.

Effective translation and communication are essential to facilitate awareness and engagement, which will ultimately encourage evidence-informed action and implementation.

The Centre produces weekly blogs and case studies to share products of our evidence research programmes, examples of best practice, as well as areas of interest to wellbeing evidence. As part of this work we have published blogs in the following areas:

Evidence programme and Transition year product launches

Higher education, in partnership with Universities UK

Measuring Loneliness

Methods series: a series of blogs to highlight what works, challenges and evidence gaps in effectively measuring wellbeing

Data series: a series of blogs addressing what national and international data can tell us about individual and community wellbeing, as well what influences wellbeing

Sector perspectives on wellbeing: a series of blogs highlighting what matters and what influences wellbeing in different sectors. This year we had a closer look at communities

Most visited pages in 2019

1. Home page
2. What is wellbeing?
3. Loneliness
4. Evidence and resources
5. Five ways to wellbeing

Press and media coverage

The work of the Centre has contributed to shaping the way Wellbeing is viewed and talked about in sector press and national media including: Personnel Today, The Times, CIO Review, Medical Xpress

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DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2019

Events, learning and presentations

In September 2018 we held the first Centre's National Conference on Understanding Wellbeing in the UK, led by Brunel University London, to mark the end of the first three year Evidence Programme. The Conference, attended by 150 people and streamed online, showcased the findings across the programme and brought together academia, civil society, business and government.

Implementation, adoption and generation

We work at different levels to increase the demand for evidence, promoting the translation of evidence into action and learning from action into evidence. We do this mainly through:

- working with professions, professional bodies, sector bodies and leading pioneers in each sector
- capacity and capability building through workshops and training sessions
- provision of practical advice
- direct collaborations, partnerships or advisory roles

directly supporting our audiences to effectively measure wellbeing, through bespoke evaluation and measures advice.

Key implementation tools developed include:

Brief Guide to Measuring Loneliness for charities and social enterprises with ONS, National Lottery Fund and DCMS. It provides advice for charities and social enterprises on how to understand, and measure, their impact on reducing loneliness in adults and children. It sets out the national loneliness measures; advice on having conversations about loneliness; what else to measure; and how to make sense of the results. It includes an additional downloadable questionnaire template for use in a loneliness evaluation. It is intended to be used alongside the microsite How to Measure your Wellbeing Impact for charities and social enterprises.

Wellbeing at Work Index, survey development work to understand the drivers of wellbeing at work and established questions in these areas to allow for benchmarking. This is to support businesses and other employers effectively measure the wellbeing of their employees, funded by the Department for Work and Pensions. A shorter version of the question set informed the Voluntary Reporting Standards for employers on disability, mental health and wellbeing developed with the Government's Inclusive Economy Partnership in response to the Thriving at Work Review.

Case Study Methods development: new guidelines for gathering, rating and publishing practice examples and case studies; as well as methods for synthesising case studies

Practice examples: we have continued to highlight a wide range of examples of how evidence is being used and generated in practice. This include examples to illustrate evidence findings, how people are using evidence and how people are measuring and evaluating.

The Centre has had advisory roles for a variety of Civil Society or Government stakeholders, including:

- DCMS/CO Loneliness Technical Working Group
- British Red Cross/Co-op Loneliness Action Group
- Carnegie Embedding Wellbeing in Northern Ireland - Local Government
- Provided Peer review for recommendations on national measures by ONS.

We also held regular Policy Profession Knowledge Series training workshops aimed at informing policy professionals within Civil Service.

Directors

The directors who served during the year were:

Iain Gregor Henderson
Andrew Peter Hudson
Dr Paul Litchfield
Emily Jane Robinson (resigned 17 April 2018)
Daniel Richard Corry

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DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2019

Paul John Najsarek
Eleanor Budden , resigned 21 January 2020)
Sarah Jane Blunn
Charlotte Pickles (resigned 17 April 2018)
Ruth Gibson (resigned 17 April 2018)
Deborah Jane Potts (appointed 20 November 2018)
Helen Mary Baker (appointed 25 September 2018)

Governance

Board

The What Works Centre for Wellbeing is led by a board of voluntary Directors. The board is the ultimate decision maker, as outlined in the Articles of Association. The Board is responsible for working closely with the Executive Director and the senior management team to develop and agree a strategy for the organisation, and ensure that a) any activities and executive decisions are made in the best interest of the organisation, its stakeholders and the wider public, b) any activities and executive decisions contribute to achieving the organisational purpose and aims, and c) that these are delivered effectively and sustainably.

Advisory Panel

The Centre has an advisory panel that ensures quality assurance and suitability of the products and research outputs that are being produced. Quality assurance is to ensure robustness and improve relevance and accessibility. The Advisory Panel is composed of voluntary members who represent the key sectors and audiences the Centre engages with. These include evidence and/ or wellbeing experts, researchers and academics, members of the original commissioning group, practitioners and decision-makers. The main purpose of this panel is to ensure high quality, transparency, relevance and accessibility of all the Centre's products and research strategies. This group also serves to mitigate risks and manage disagreements or disputes around methodology, measures or theoretical approaches used during the evidence synthesis and translation.

Management group

The Management group is comprised of the Principal Investigators of the Centre's evidence programmes, alongside the Centre's evidence team and chaired by the Executive Director. The purpose of this group is to provide leadership and effectiveness of delivery of the main evidence programmes of the Centre.

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DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2019

Future developments

In 2018/19 the Centre has set the basis for a new strategy to support growth and innovation, and continues to move the organisation from a start-up status. We have done this through collaborations with major funders, such as National Lottery Community Fund and the Economic and Social Research Council and by selecting strategic priority research areas.

For the coming years, we want to build on this to develop a longer-term five years strategic plan and further cement strategic partnerships with supporters, champions and key stakeholders. We want to promote a more collaborative approach to better respond to the evidence gaps we have identified over the five years of our existence. Specifically we intend to focus on:

1. A thematic approach and focus on Community Wellbeing, and Working Age and Business Wellbeing
2. Building on our methods and measures with a new academic team and development of qualitative evidence standards.
3. An increased focus on implementation to ensure the evidence we have synthesised, not only is effectively translated and communicated with our audiences, but it is well understood and acted on across a variety of settings. We also want to make sure we capture learning from new evidence and evaluation studies as they are produced so that this learning contributes to the evidence-base through the development of feedback-loops and evaluation frameworks with our audiences.
4. An increased collaboration with 'friends' and champions in the field of knowledge mobilisation, implementation, evidence and wellbeing to ensure we effectively identify and address evidence gaps in a collaborative way. In so doing, we will aim to increase partnerships with other What Works Centres to encourage a more consistent and unified response to the issues we are currently tackling from different angles. As part of this, we will be co-locating with other What Works Centres from April 2020.
5. Continuing to encourage our audiences, stakeholders, and partners to effectively measure wellbeing in their work, and start collecting and showcasing examples of best practice, where this has been done well.
6. Continuing to work with Government and supporting cross public sector working to ensure wellbeing is at the heart of policy-making

Small companies note

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board and signed on its behalf.



Helen Mary Baker
Director

Date: 10 February 2020

THE WHAT WORKS CENTRE FOR WELLBEING CIC
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DIRECTORS' RESPONSIBILITIES STATEMENT
FOR THE YEAR ENDED 31 MARCH 2019

We confirm that as directors we have met our duty in accordance with the Companies Act 2006 to:

- ensure that the Company has kept adequate accounting records;
- prepare financial statements which give a true and fair view of the state of affairs of the Company as at 31 March 2019 and of profit and loss for that period in accordance with Generally Accepted Accounting Practice in the UK; and
- follow the applicable accounting policies, subject to any material departures disclosed and explained in the notes to the financial statements.

The Directors' responsibilities statement was approved by the board on 10 February 2020 and signed on its behalf.

Helen Mary Baker



Director

THE WHAT WORKS CENTRE FOR WELLBEING CIC
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INDEPENDENT CHARTERED ACCOUNTANTS' REVIEW REPORT
TO THE DIRECTORS OF THE WHAT WORKS CENTRE FOR WELLBEING CIC
FOR THE YEAR ENDED 31 MARCH 2019

We have reviewed the financial statements of The What Works Centre For Wellbeing CIC for the year ended 31 March 2019, which comprise the Profit and loss account, the Balance sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the Company's directors, as a body, in accordance with the terms of our engagement letter dated 1 November 2016. Our review has been undertaken so that we might state to the Company's directors those matters that we have agreed with them in our engagement letter and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's directors, as a body, for our work, for this report or the conclusions we have formed.

Directors' Responsibility for the Financial Statements

As explained more fully in the Directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Accountants' Responsibility

Our responsibility is to express a conclusion based on our review of the financial statements. We conducted our review in accordance with International Standard on Review Engagements (ISRE) 2400 (Revised), 'Engagements to review historical financial statements' and ICAEW Technical Release TECH 09/13AAF 'Assurance review engagements on historical financial statements'. ISRE 2400 also requires us to comply with the ICAEW Code of Ethics.

Scope of the Assurance Review

A review of the financial statements in accordance with ISRE 2400 (Revised) is a limited assurance engagement. We have performed additional procedures to those required under a compilation engagement. These primarily consist of making enquiries of management and others within the entity, as appropriate, applying analytical procedures and evaluating the evidence obtained. The procedures performed in a review are substantially less than those performed in an audit conducted in accordance with International Standards on Auditing (UK and Ireland). Accordingly, we do not express an audit opinion on these financial statements.

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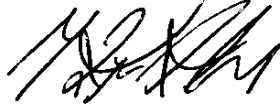
INDEPENDENT CHARTERED ACCOUNTANTS' REVIEW REPORT
TO THE DIRECTORS OF THE WHAT WORKS CENTRE FOR WELLBEING CIC (continued)
FOR THE YEAR ENDED 31 MARCH 2019

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the financial statements have not been prepared:

- so as to give a true and fair view of the state of the Company's affairs as at 31 March 2019, and of its profit for the year then ended;
- in accordance with United Kingdom Generally Accepted Accounting Practice; and
- in accordance with the requirements of the Companies Act 2006.

Michael K



Chartered Accountant

7 Forest Road

Sutton

Surrey

SM3 9NT

10 February 2020

THE WHAT WORKS CENTRE FOR WELLBEING CIC
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STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2019

	Note	2019 £	2018 £
Turnover		673,972	345,630
		<u>673,972</u>	<u>345,630</u>
Administrative expenses		(505,675)	(304,416)
Profit before taxation		168,297	41,214
Taxation on profit		(15,092)	(8,245)
Profit for the financial financial year		153,205	32,969
Other comprehensive income for the year			
Total comprehensive income for the year		153,205	32,969

The notes on pages 16 to 20 form part of these financial statements.

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BALANCE SHEET
AS AT 31 MARCH 2019

	Note	2019 £	2018 £
Fixed assets		158	2,418
Current assets		350,592	199,474
Creditors: amounts falling due within one year	7	(92,239)	(96,586)
Net current assets		<u>258,353</u>	<u>102,888</u>
Total assets less current liabilities		<u>258,511</u>	<u>105,306</u>
Net assets		<u>258,511</u>	<u>105,306</u>
Reserves		<u>258,511</u>	<u>105,306</u>

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BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2019

The directors consider that the Company is entitled to exemption from audit under section 477 of the Companies Act 2006 and members have not required the Company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with the provisions of FRS 102 Section 1A - small entities.

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 10 February 2020.



Helen Mary Baker
Director

The notes on pages 16 to 20 form part of these financial statements.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

1. General information

The Centre is constituted as a Community Interest Company limited by guarantee registered in (England and Wales) with no share capital. Other general information about the Centre is shown in the Directors' Report. The Centre's registered office is 20 Victoria Street, London, England, SW1H 0NB, The Centre considers itself to be a Public Benefit Entity.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Section 1A of Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The following principal accounting policies have been applied:

2.2 Revenue

Turnover is recognised to the extent that it is probable that the economic benefits will flow to the Company and the turnover can be reliably measured. Turnover is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before turnover is recognised:

Rendering of services

Turnover from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied

- the amount of turnover can be measured reliably;
- it is probable that the Company will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

2.3 Pensions

Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in the Statement of comprehensive income when they fall due. Amounts not paid are shown in accruals as a liability in the Balance sheet. The assets of the plan are held separately from the Company in independently administered funds.

THE WHAT WORKS CENTRE FOR WELLBEING CIC
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

2. Accounting policies (continued)

2.4 Taxation

Tax is recognised in the Statement of comprehensive income, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the Company operates and generates income.

2.5 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

The estimated useful lives range as follows:

Computer equipment	- 3 years
--------------------	-----------

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of comprehensive income.

2.6 Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.7 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.8 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

THE WHAT WORKS CENTRE FOR WELLBEING CIC
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

3. Directors & Employees

The average monthly number of employees, including directors, during the year was 7 (2018 - 6).

4. Tangible fixed assets

	Computer equipment £
Cost or valuation	
At 1 April 2018	8,802
At 31 March 2019	8,802
Depreciation	
At 1 April 2018	6,384
Charge for the year on owned assets	2,260
At 31 March 2019	8,644
Net book value	
At 31 March 2019	158
At 31 March 2018	2,418

5. Debtors

	2019 £	2018 £
Trade debtors	46,947	12,979
Other debtors	3,470	-
Prepayments and accrued income	320	-
	50,737	12,979
	50,737	12,979

THE WHAT WORKS CENTRE FOR WELLBEING CIC
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

6. Cash and cash equivalents

	2019 £	2018 £
Cash at bank and in hand	299,855	186,495
	<u>299,855</u>	<u>186,495</u>

7. Creditors: Amounts falling due within one year

	2019 £	2018 £
Trade creditors	9,799	11,863
Corporation tax	15,092	8,388
Other taxation and social security	8,456	18,438
Other creditors	18,040	864
Accruals and deferred income	40,852	57,033
	<u>92,239</u>	<u>96,586</u>

8. Financial instruments

	2019 £	2018 £
Financial assets		
Cash at bank	299,855	186,495
	<u>299,855</u>	<u>186,495</u>

Financial assets measured at fair value through the profit and loss account comprise bank and credit card balances.

9. Company status

The company is a community interest company by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £8 towards the assets of the company in the event of liquidation.

THE WHAT WORKS CENTRE FOR WELLBEING CIC
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

10. Pension commitments

The Company operates a defined contributions 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 £19,874 (2018 - £12,125). Contributions totalling £4,005 (2018 - £2,424) were payable to the fund at the balance sheet date.

11. Related party transactions

The following directors, also work for organisations from which the company received income during the previous year;

Gregor Henderson, National Lead for Wellbeing and Mental Health at Public Health England. The Centre received Nil from Public Health England during the year (2018 - £125,000).

300053 £15

CIC 34

Community Interest Company Report

For official use
(Please leave blank)

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*Please
complete in
typescript, or
in bold black
capitals.*

Company Name in full

The What Works Centre for Wellbeing Community Interest Company
--

Company Number

09461422

Year Ending

31 March 2019

Please ensure the company name is consistent with the company name entered on the accounts.

This template illustrates what the Regulator of Community Interest Companies considers to be best practice for completing a simplified community interest company report. All such reports must be delivered in accordance with section 34 of the Companies (Audit, Investigations and Community Enterprise) Act 2004 and contain the information required by Part 7 of the Community Interest Company Regulations 2005. For further guidance see chapter 8 of the Regulator's guidance notes and the alternate example provided for a more complex company with more detailed notes.

(N.B. A Filing Fee of £15 is payable on this document. Please enclose a cheque or postal order payable to Companies House)

PART 1 - GENERAL DESCRIPTION OF THE COMPANY'S ACTIVITIES AND IMPACT

In the space provided below, please insert a general account of the company's activities in the financial year to which the report relates, including a description of how they have benefited the community.

The objects of the Company are to carry on activities which benefit the community and in particular (without limitation) to improve the wellbeing of individuals and groups including but not limited to the generation of systematic assessments of research on, and interventions to improve, wellbeing and to enable policymakers and practitioners to consider wellbeing at the heart of their work.

Over 2018/2019 the Centre has grown significantly, doubling its core staff and continuing to build on longstanding and innovative partnerships with stakeholders in government (national, devolved, and local), civil society, business and academia. This year has seen a particular focus on solidifying our relationships and partnerships with Civil Society, with three year support (2018-2021) from the National Lottery Community Fund. There has also been a transition for the Centre, both in relation to its structure with Public Health England financial support coming to an end, the new partnership with the National Lottery Community Fund, and changes to our academic partnerships. Following a strategic review, the Centre has identified, along with methodological development, two primary areas of focus: **1. Community, Social Connection and with the Voluntary, Community and Social Enterprise, Civil Society Sector, and 2. Working Age and Business**

As a 'knowledge-broker' organisation, we function as a bridge between academia, policy and practice, ensuring the most robust and relevant evidence reaches the right audiences in the most accessible way. We do this through:

- 1: Building Leadership and collaborations - acting as a convener
- 2: Evidence and Analysis Synthesis
- 3: Translating evidence, communicating and engaging our audiences
- 4: Implementation, adoption and generation of new evidence

Evidence analysis and Synthesis

Over the last year, the Centre's main Evidence Research Programme supported by the Economic and Social Research Council, Arts and Humanities Research Council and HM Government came to an end. This was followed by a Transition Year programme in partnership with the four leading universities: University of East Anglia, Brunel University, Liverpool University and the London School of Economics. The Transition programme was put in place to take forward some of the evidence gaps identified by the main evidence programme's findings.

In addition to the main Evidence and Transition Programmes, we have also commissioned independent research on loneliness and wellbeing in higher education, which led to the publication of:

- 1) Tackling Loneliness: A review of reviews
- 2) Student Mental Wellbeing in Higher Education: Evidence & Practice Hub

As part of the main Evidence Programme we produced the following outputs in four research areas:

Work and Learning

- Adult education and wellbeing (systematic review)
- Cost-effectiveness analysis of work and learning interventions
- Wellbeing as barrier - Engagement and progression in learning for 16 – 24 year olds (systematic review)
- Transitions - in-work progression and wellbeing (systematic review)
- And a variety of briefs, including on Good work, wellbeing and changes in performance outcomes, Education to employment: the role of wellbeing, and 'Do job changes increase wellbeing?'

Community Wellbeing

- Housing interventions for 'housing-vulnerable' adults and its relationship to Wellbeing
- Briefing and technical report: Places, spaces, people and wellbeing
- Green space and wellbeing inequalities (in-depth case study)
- Joint decision-making and community wellbeing (systematic review)
- Roadmaps to community wellbeing: a series of graphic and audience-friendly models to explain what impacts community wellbeing.

Culture and Sport

- Systematic review and Secondary Data Analysis on Outdoor recreation, family and wellbeing

Lifecourse and Cross cutting

- Global Happiness Council - workplace, mental health sections
- World Happiness Report - focus on immigration
- Secondary data analysis on the determinants of wellbeing at local authority level.

We also published the Wellbeing Evidence Knowledge Bank - a tool collating all the Wellbeing evidence produced by the Centre's led systematic reviews to date.

Translating evidence, communicating and engaging our audiences

As a What Works Centre, a core function is knowledge mobilisation, meaning that the evidence we synthesise needs to be effectively translated so that it can be well understood and used by the audiences and decision-makers we work with. End user involvement is built into the Centre's Board, setting the strategic direction, and the Advisory Panel quality assurance process and throughout our communications and dissemination. We give equal voice to evidence and practice through our weekly content blogs to ensure mutual respect and build trust required for communication and system learning.

Effective translation and communication are essential to facilitate awareness and engagement, which will ultimately encourage evidence-informed action and implementation.

The Centre produces weekly blogs and case studies to share products of our evidence research programmes, examples of best practice, as well as areas of interest to wellbeing evidence. As part of this work we have published blogs in the following areas:

- Evidence programme and Transition year product launches
- Higher education, in partnership with Universities UK
- Measuring Loneliness
- Methods series: a series of blogs to highlight what works, challenges and evidence gaps in effectively measuring wellbeing
- Data series: a series of blogs addressing what national and international data can tell us about individual and community wellbeing, as well what influences wellbeing
- Sector perspectives on wellbeing: a series of blogs highlighting what matters and what influences wellbeing in different sectors. This year we had a closer look at communities

Press and media coverage

The work of the Centre has contributed to shaping the way Wellbeing is viewed and talked about in sector press and national media including: [Personnel Today](#), [The Times](#), [CIO Review](#), [Medical Xpress](#)

Events, learning and presentations

In September 2018 we held the first Centre's National Conference on Understanding Wellbeing in the UK, led by Brunel University London, to mark the end of the first three year Evidence Programme. The Conference, attended by 150 people and streamed online, showcased the findings across the programme and brought together academia, civil society, business and government.

Implementation, adoption and generation of new evidence

We work at different levels to increase the demand for evidence, promoting the translation of evidence into action and learning from action into evidence. We do this mainly through:

- working with professions, professional bodies, sector bodies and leading pioneers in each sector
- capacity and capability building through workshops and training sessions
- provision of practical advice
- direct collaborations, partnerships or advisory roles
- directly supporting our audiences to effectively measure wellbeing, through bespoke evaluation and measures advice.

Key implementation tools developed include:

- **Brief Guide to Measuring Loneliness** for charities and social enterprises with ONS, National Lottery Fund and DCMS. It provides advice for charities and social enterprises on how to understand, and measure, their impact on reducing loneliness in adults and children. It sets out the national loneliness measures; advice on having conversations about loneliness; what else to measure; and how to make sense of the results. It includes an additional downloadable questionnaire template for use in a loneliness evaluation. It is intended to be used alongside the microsite **How to Measure your Wellbeing Impact** for charities and social enterprises.

- **Wellbeing at Work Index**, survey development work to understand the drivers of wellbeing at work and established questions in these areas to allow for benchmarking. This is to support businesses and other employers effectively measure the wellbeing of their employees, funded by the Department for Work and Pensions. A shorter version of the question set informed the Voluntary Reporting Standards for employers on disability, mental health and wellbeing developed with the Government's Inclusive Economy Partnership in response to the Thriving at Work Review.
- **Case Study Methods development**: new guidelines for gathering, rating and publishing practice examples and case studies; as well as methods for synthesising case studies
- Practice examples: we have continued to highlight a wide range of examples of how evidence is being used and generated in practice. This include examples to illustrate evidence findings, how people are using evidence and how people are measuring and evaluating.

The Centre has had advisory roles for a variety of Civil Society or Government stakeholders, including:

- DCMS/CO Loneliness Technical Working Group
- British Red Cross/Co-op Loneliness Action Group
- Carnegie Embedding Wellbeing in Northern Ireland - Local Government
- Provided Peer review for recommendations on national measures by ONS.
- We also held regular Policy Profession Knowledge Series training workshops aimed at informing policy professionals within Civil Service.

(Please continue on separate continuation sheet if necessary.)

PART 2 – CONSULTATION WITH STAKEHOLDERS – Please indicate who the company’s stakeholders are; how the stakeholders have been consulted and what action, if any, has the company taken in response to feedback from its consultations? If there has been no consultation, this should be made clear.

We are a bridge between knowledge and informed action for decision-makers across all sectors. Consultation with stakeholders and collaboration and is a founding principle of our Theory of Change.

Our stakeholders:

- VCSE sector
- Local Government and Public Health
- Central Government
- Business sector
- Wellbeing organisations
- Evaluation and Knowledge mobilisation organisations
- Academics

Our approach

Independent: we act as an impartial convener of people with different views and perspectives, and speak up about our findings - both when they confirm accepted wisdom and when they challenge it.

Evidence based: we believe that decision making should be informed by the best possible evidence. We bring together the best evidence from wellbeing research to help guide actions that improve people's lives. We believe that evidence is a journey, and that everyone has a role in contributing their findings on what works. We aim to be evidence based in what we do.

Collaborative: we work with others to keep improving the evidence and try out ideas. We work in partnership where possible, building on and using the best work in the field wherever it's done. We add value by connecting academics, organisations, decision makers and individuals in meaningful and productive conversation and action.

Practical: we are focused on what organisations can do to improve wellbeing, producing evidence that is actively useful and valuing learning from practice. We listen to a wide range of people, and share evidence in ways that are accessible, relevant and useful.

Open: we encourage new ideas and approaches to help us fulfil our mission. We recognise that there are different views about wellbeing, and that the discipline is evolving - and we welcome this diversity. We are open to what we can learn from a range of approaches and findings. We aim to be as open and transparent as possible about what we do, so that others can do it too.

Iterative: we learn from experience, and encourage others to do the same by investing in new approaches to understanding and improving wellbeing. We believe that creating robust evidence is a journey and that each step is worthwhile. We support others on their journey so we can build better evidence of wellbeing together.

The Centre has specific engagement plans for each of our stakeholders and audience groups, based on the model: Consultation → Awareness → Engagement → Action.

Over the last year we continued to work with a network of researchers, think tanks, businesses, government departments, professions and non-profits to provide robust evidence, practical guidance and thought-provoking discussion papers on issues that we know matter to them around wellbeing. For example:

- we have developed successful partnerships with Universities UK, to look at the evidence on the wellbeing of higher education students, and practice examples in Universities that are implementing policies to improve wellbeing and mental health.
- The Centre has also increasingly strengthened its relationships and collaborations with the business sector and has a Strategic Council for Wellbeing at Work, in partnership with Bupa, BT, and Nationwide.
- We partner with Government - National, Devolved, local and officials, analysts and elected representatives - on a range of projects and have provided advice on the changes to the Treasury Green Book, focused on putting wellbeing at the heart of policymaking. We manage the Social Impacts Task Force monthly meetings to inform the Government analytical profession on the latest evidence from our research teams. The Centre has also taken on the management role of the All Party Parliamentary Group (APPG) on Wellbeing Economics, holding organised two meetings looking at 1) Measuring Children's Wellbeing and 2) Wellbeing and the Spending Review

(If applicable, please just state "A social audit report covering these points is attached").

The Centre is part of the UK Government's What Works Network, and as part of this we take part in quarterly council, operational and communication meetings, but also work closely with other What Works Centres in the Network, with the aim to facilitate access to evidence across a variety of audiences and to increase collaborations among Centres in the network.

Examples of these successful collaborations, funded through the ESRC What Works Strategic Fund, included:

- Wellbeing across the life course in partnership with Early Intervention Foundation, Centre for Ageing Better, and Carnegie UK and included case studies of best practice from Local Authorities, such as Hertfordshire, South Norfolk, Brighton. This project has informed our work with Local Government and will lead to a project in partnership with the Health Foundation.
- What Works in Disadvantaged Places, in partnership with the What Works Centre for Local Economic Growth, NICE, Education Endowment Foundation, Early Intervention Foundation, College of Policing, and the Centre for Ageing Better.
- The What Works Centre for Wellbeing is UK wide and we have been part of the What Works Summits in each of the devolved nations of the UK that aim to build awareness of, and increase collaborations with the What Works Network.

Governance

Board

The What Works Centre for Wellbeing is led by a board of voluntary Directors. The board is the ultimate decision maker, as outlined in the Articles of Association. The Board is responsible for working closely with the Executive Director and the senior management team to develop and agree a strategy for the organisation, and ensure that a) any activities and executive decisions are made in the best interest of the organisation, its stakeholders and the wider public, b) any activities and executive decisions contribute to achieving the organisational purpose and aims, and c) that these are delivered effectively and sustainably.

Advisory Panel

The Centre has an advisory panel that ensures quality assurance and suitability of the products and research outputs that are being produced. Quality assurance is to ensure robustness and improve relevance and accessibility. The Advisory Panel is composed of voluntary members who represent the key sectors and audiences the Centre engages with. These include evidence and/ or wellbeing experts, researchers and academics, members of the original commissioning group, practitioners and decision-makers. The main purpose of this panel is to ensure high quality, transparency, relevance and accessibility of all the Centre's products and research strategies. This group also serves to mitigate risks and manage disagreements or disputes around methodology, measures or theoretical approaches used during the evidence synthesis and translation.

Management group

The Management group is comprised of the Principal Investigators of the Centre's evidence programmes, alongside the Centre's evidence team and chaired by the Executive Director. The purpose of this group is to provide leadership and effectiveness of delivery of the main evidence programmes of the Centre.

PART 3 – DIRECTORS’ REMUNERATION – if you have provided full details in your accounts you need not reproduce it here. Please clearly identify the information within the accounts and confirm that, “There were no other transactions or arrangements in connection with the remuneration of directors, or compensation for director’s loss of office, which require to be disclosed” (See example with full notes). If no remuneration was received you must state that “no remuneration was received” below.

No remuneration was received.

PART 4 – TRANSFERS OF ASSETS OTHER THAN FOR FULL CONSIDERATION – Please insert full details of any transfers of assets other than for full consideration e.g. Donations to outside bodies. If this does not apply you must state that “no transfer of assets other than for full consideration has been made” below.


No transfer of assets other than for full consideration has been made.

(Please continue on separate continuation sheet if necessary.)

PART 5 – SIGNATORY

The original report must be signed by a director or secretary of the company

Signed



Date

26/11/19

Office held (delete as appropriate) Director/Secretary

You do not have to give any contact information in the box opposite but if you do, it will help the Registrar of Companies to contact you if there is a query on the form. The contact information that you give will be visible to searchers of the public record.

Nancy Hey	
20 VICTORIA STREET	
SW1# ONB	
Tel	
DX Number	DX Exchange

When you have completed and signed the form, please attach it to the accounts and send both forms by post to the Registrar of Companies at:

For companies registered in England and Wales: Companies House, Crown Way, Cardiff, CF14 3UZ
DX 33050 Cardiff

For companies registered in Scotland: Companies House, 4th Floor, Edinburgh Quay 2, 139
Fountainbridge, Edinburgh, EH3 9FF DX 235 Edinburgh or LP – 4 Edinburgh 2

For companies registered in Northern Ireland: Companies House, 2nd Floor, The Linenhall, 32-38
Linenhall Street, Belfast, BT2 8BG

The accounts and CIC34 **cannot** be filed online

(N.B. Please enclose a cheque for £15 payable to Companies House)