

Registered number: 09461422

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

**UNAUDITED**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

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**THE WHAT WORKS CENTRE FOR WELLBEING CIC**  
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**COMPANY INFORMATION**

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**Directors**

Peter Ayrton Cheese  
Nancy Jane Juliet Hey  
Anuschka Muller  
Daniel Richard Corry  
Nikolaos Adamidis  
Paul John Najsarek  
Sarah Jane Blunn  
Helen Mary Baker

**Company secretary**

Nancy Jane Juliet Hey

**Registered number**

09461422

**Registered office**

Albany House  
Petty France  
London  
SW1H 9EA

**Accountants**

HW Fisher  
Chartered Accountants  
Acre House  
11-15 William Road  
London  
NW1 3ER

**Bankers**

Unity Trust Bank  
Nine Brindley place  
Birmingham  
B1 2HB

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**CHAIRMAN'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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The chairman presents his statement for the year..

This year has been dominated by the Covid pandemic and the many changes and adaptations that individuals, institutions, communities and societies have had to make. The pandemic fundamentally has been a human crisis and has accelerated the issues of wellbeing to a higher level of awareness – physical, emotional and mental wellbeing, but also given the economic impacts, a greater focus on financial Wellbeing.

The Centre itself adapted well to the constraints of lockdowns operating around its digital capabilities and flexible working practices, so that it continued to work effectively. With the great rise in concerns about wellbeing, the Centre engaged in many projects and programmes focused on understanding the impact of the pandemic, such as the 3 major projects with UCL which received wide citations and Recognition.

The release of the Covid:WIRED work was also a significant milestone for the year. It included a dashboard of Covid-related studies on different impacts over the course of the pandemic, and three briefings outlining key findings on housing, income and employment, and subjective wellbeing.

The essence of the work that the Centre does has never been more important. With the growth in recognition of the importance of wellbeing, the need for evidence has also grown. Evidence of what are the interventions that make the difference, how to measure and understand progress, and the growing demand for greater Transparency.

That transparency and need for evidence extends across many policy areas. It was a particular highlight of the year with the commitment from HM Treasury to publish Supplementary Guidance to the Green Book Valuation of Wellbeing, led through the work of the Centre. This is helping to drive the use of wellbeing data and evidence that can be used consistently across departments in spending review proposals, and a great demonstration of the purpose of the Centre in influencing policy for wider social good.

In further support of the agenda for social change and impact, the Centre published a major review of interventions that have been shown to impact the key measures of wellbeing as reflected through the ONS4 - measures that the Centre was instrumental in developing. There was also the publication of a first ever analysis of national data on what matters for individual sense of purpose which we know is one of the determinants of wellbeing.

The integration of the Campaign to End Loneliness was a logical consolidation of shared capabilities and agendas, but also bringing more campaigning capability within the Centre. Loneliness and it's obvious links to wellbeing are well researched, and the pandemic has put this more firmly on many agendas from policy, social care, and wider societal understanding.

Looking ahead, we can see the need and opportunity to embed the principle of wellbeing as a key outcome and indicator of the Levelling Up agenda and in continuing to raise the understanding of policy impacts at local, regional and national levels. These are big goals for the Centre in leading on social change that benefits all.

For organisations and businesses, there is still much to do and significant opportunity for the Centre to make a difference. Wellbeing has become much more of a strategic issue for organisations, from showing that they are fulfilling duties of care to their people and other stakeholders, and acting responsibly, but also in their ability to attract, retain, and get the best out of their people. Better and more consistent measures are being called for as part of the movement towards ESG transparency, where wellbeing must be seen as a key outcome of job quality and supportive cultures.

The year therefore has been a very positive one in terms of impact, reach, and improving financial strength. The Centre and all who have been part of it over the last year can be proud of what has been achieved and how it's strong voice and influence is felt far and wide.

Looking ahead, as wellbeing has become much more widely recognised, it also becomes a crowded field with a very wide range of charitable, commercial, and public sector organisations, and many products and services in

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the market. The Centre will need to keep focused on our core agenda, being the trusted source for evidence and for measurement but also working through many channels and partners to achieve the impact we want to make. It continues to be an important focus to achieve long term financial stability and the resources to continue to grow the impact of the Centre, the content, resources, and capabilities needed.



Name Peter Ayrton Cheese  
Chairman

Date 23 November 2021

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**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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The directors present their report and the financial statements for the year ended 31 March 2021.

**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 assessment of research on, and interventions to improve, wellbeing and to enable policymakers and practitioners to consider wellbeing at the heart of their work. The following report demonstrates how we have delivered our mission, and thus benefitting the community.

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**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Strategic aims of the What Works Centre for Wellbeing**

The aim of our work is to improve wellbeing and reduce misery in the UK. We believe that this is the ultimate goal of effective policy and community action.

We accelerate research and democratise the access to robust wellbeing evidence. We develop and share this knowledge with governments, academia, businesses, communities and individuals who work with wellbeing across the UK.

Our role is to:

1. Curate and establish the global evidence base.
2. Provide evidence knowledge to people who can and do use it.
3. Generate wellbeing evidence by Identifying gaps and create collaborations to fill them.

We do it by being trusted, independent, evidence-based, collaborative, practical, iterative and open and as a public good.

To us, success means:

- \* Wellbeing is recognised as a meaningful and measurable goal for decision makers.
- \* Knowledge of what works and how to implement it reaches people who can and want to use it.
- \* More evidence informed action is taken.
- \* More trials and studies are done which are shared with us to continue to build the evidence base.

As the Centre, we focus on where we think we can make the biggest difference based on current expertise and networks, and where there are evidence and implementation gaps that are not already being addressed. Our priority areas for the future are:

- \* Wellbeing economics, methods and measures
- \* Community, place and connection
- \* Working age and business

**Highlights of the year**

In the year when the Covid pandemic hit, individuals, communities and societies had to adapt. Bringing issues around isolation, health inequalities, working life and social support, 'wellbeing' became a broadly used term and mental health entered mainstream public discussion.

*"'Wellbeing' and 'well-being' had 378 million media results on Google from March 2020 to April 2021, compared with 137 million results the previous year".*

The What Works Centre for Wellbeing exists to understand what works to improve wellbeing which in this period became more pertinent than ever. As many organisations experienced, it re-focused some of our work to understand the effects of Covid.

These projects included:

- \* Three major analysis projects with UCL to better understand the pandemic's impact:
  - \* How Covid-19 affected loneliness.
  - \* How Covid-19 and lockdown restrictions affected wellbeing and mental health in the UK.
  - \* What helped people to cope with Covid-19 and lockdowns.
- \* Covid:WIRED was created to consolidate and democratise what we know in the wider research and policy communities. We built an interactive wellbeing inequalities dashboard containing Covid-related studies on the impacts of the pandemic across categories such as gender, race and ethnicity, ill health and relationships.
- \* Through 2021, the dashboard revealed important findings which we published in three briefings. The topics for these were housing, income and employment, and subjective wellbeing.
- \* We also set up two newsletter series aimed at key audiences:
  - \* Spring 2020 *12-week special series on wellbeing and work for the pandemic*
  - \* Autumn 2020 *8-week special series on how different groups had been affected by the pandemic for local authorities*

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**DIRECTORS' REPORT (CONTINUED)**  
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*"The series was particularly useful, and stood out from other similar newsletters or bulletins I received. The insight provided through the series informed ongoing delivery"*

*"What an excellent and balanced evidence based data driven summary"*

In addition to our Covid-related work, further major milestones included:

- \* A commitment from HM Treasury to publish Supplementary Guidance to the Green Book Valuation of Wellbeing.
- \* We published a briefing on what matters for our sense of purpose in the UK - the first ever analysis of a country's data of this kind.
- \* We also published a major review that aims to improve those measures in our ONS4 interventions review.
- \* In March 2021, the Campaign to End Loneliness joined the Centre as a partner, strengthening our commitment to develop robust evidence around social isolation and finding out what works to reduce loneliness for individuals and within communities.

### **Our work this year**

The Centre has three priority topic areas:

- 1) Wellbeing Economics, Methods and Measures
- 2) Community, Place and Connection including Loneliness
- 3) Working age and Business

In all these areas we work as a multidisciplinary, cross sector team working across four different functions based on our theory of change:

- 1) Leadership and Collaboration

We are on a mission to build a wellbeing learning system by democratising evidence and making it useful to those who need it when they need it. But improving wellbeing is not one organisation's job and leadership and collaboration are crucial; all sectors and types of organisation have a role to play. The Campaign to End Loneliness calls this the Case for Action.

- 2) Evidence and Analysis

We bring together the global knowledge base so that we are able to say what is and isn't known. This helps us to identify gaps in the evidence so that we can work with partners to fill them and learn more. We are also experts in both wellbeing and evidence methodologies, contributing to and maintaining knowledge of the field, enabling a broad range of partnerships and brokerage.

- 3) Communications, Digital and Dissemination

We aim to make sense of the evidence from both research and practice and get it - and the experts - to our audience when they need it.

- 4) Implementation and New Evidence Generation

With our implementation and evidence generation work, we aim to use the knowledge we collectively already have, partner to learn more where there are evidence gaps and work out what those in policy and practice need to know to improve wellbeing. We now have leads for all the sectors we work with; governments, business, civil society and research. The Campaign to End Loneliness calls this area of work Community.

### **Evidence and Analysis**

#### Wellbeing Economics, Methods and Measures

The core work on understanding what works for wellbeing has achieved some major milestones this year. As noted in the highlights section, these include:

- \* A commitment from HM Treasury to publish Supplementary Guidance to the Green Book on Valuation of Wellbeing. The Centre has worked with the Social Impacts Taskforce on the guidance due in Summer 2021.
- \* A major review of 'interventions' that aim to improve these measures *ONS4 interventions review*.



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**DIRECTORS' REPORT (CONTINUED)**  
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\* The first ever analysis of a country's data on *What Matters for our sense of purpose* with Centre for Thriving Places

\* We *finalised* our partnership with the London School of Economics led by Prof Paul Frijters, funded by the ESRC, central government departments and the Welsh Government. We published a summary of the wellbeing in policy research.

\* We implemented the evaluation of our leading evaluation guide, *updated the evaluation microsite and included a new measures bank* of individual and community wellbeing measures for use in analysis. This is supported by a *guide* with our strategic partners at Pro Bono Economics for charities where wellbeing measures haven't been used.

Covid related evidence highlights from this year:

\* Three major analysis projects with UCL, led by Deborah Hardoon our Head of Evidence with Dr. Daisy Fancourt and her team, to better understand the pandemic's impact:

- \* How Covid-19 affected loneliness.
- \* How Covid-19 and lockdown restrictions affected wellbeing and mental health in the UK.
- \* What helped people to cope with Covid-19 and lockdowns.

#### Community, Place and Connection

We continued to develop our evidence, practice and partnerships across the priority area of community, place and connection. This work is primarily with civil society, local government and health sectors and funded by the National Lottery Community Fund, the Health Foundation, Power to Change Trust, Spirit 2012 Trust and the Economic & Social Research Council.

The major highlights this year have been:

- \* *Community Business Review* with Power to Change, Liverpool University, Leeds Beckett University & ESRC
- \* *Intangible cultural assets and loneliness* with University Brunel London & ESRC
- \* *Volunteering Review* with University East Anglia, Spirit 2012 Trust and National Lottery Community Fund
- \* *Volunteering in culture, sport & arts: what matters for loneliness* with University Brunel London & ESRC
- \* *Online Guide to Evaluation Wellbeing Impact* relaunch with *Measures Bank*
- \* *How to maximise local area wellbeing impact* and local authority Cohort launched

#### Campaign to End Loneliness

To consolidate work on social connection and loneliness where we had been working in parallel we incorporated the Campaign to End Loneliness into the Centre in January 2021. This year marked a decade on from the Campaign's first publication, building on expert knowledge and expertise in loneliness. The year's highlights in the Campaign's three priority areas that mirror the Centre's functions are:

##### Evidence

- \* Provided content on loneliness evidence for Health Education England and Public Health England online staff learning.
- \* Chaired meeting of DCMS task and finish group on employers and loneliness with Baroness Diana Barran and delivered final report to DCMS.
- \* Published a *report* on the role of pubs in tackling loneliness with Heineken and Pub is the Hub.

##### Community

- \* This year we also developed the Loneliness Hub, an online forum for the Department of Culture Media & Sport as a joint project to bring together the Centre and Campaign to End Loneliness work and teams.
- \* Released a summary report on the learning so far from our 'loneliness and the time of Covid' seminars.
- \* Published report with Tempo Time Credits on loneliness in West Wales.

##### Case for Action

- \* Speaking events at several conferences and webinars including government events, Pub is the Hub & Heineken, Digital Health Virtual Network and Knowledge Exchange.

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We also recruited and filled two new posts specifically for the Campaign; Community Manager and Communications Manager.

Working Age and Business

The major highlights this year have been:

- \* The Workplace Wellbeing Question Bank and Methodology accounted for 20% of all downloads from the site this year, showing big interest in the topic of workplace wellbeing.
- \* Developing the workplace wellbeing questionnaire into a broader *Workplace Wellbeing Question Bank*
- \* Publishing the *Employee Wellbeing snapshot survey*, a shortened version of the popular survey.
- \* Creating the *Guidance for Better Workplace Wellbeing* which includes the *cost effectiveness calculator for workplace wellbeing interventions*, together with the University of East Anglia and with funding from ESRC.
- \* Providing guidance on *Measuring Wellbeing in Schools & Colleges* for the Department for Education.
- \* Working to implement evidence reviews for students with Universities UK, Student Space, Office for Students and Student Mental Health Research Network
- \* Partnering to fill knowledge gaps for 16-25 in the workplace including bringing our evidence base to the Wellcome Trust research calls.

Implementation & New Evidence Generation

We work across sectors in the development of the Centre, its products and on implementation with:

1. Government - national, devolved, local and the wider public sector
2. Business and employers
3. Civil society - Funders, Large Medium & Small Charities, social enterprises, faith and community groups
4. Research and academia - research funders, researchers, analysts, evaluation These are our implementation and new evidence generation highlights:

Civil Society Sector

- \* Our flagship product remains the measurement guidance microsite which was created in partnership with the Office for National Statistics and the National Lottery Community Fund. Following a Thriving Communities project for the National Lottery Community Fund the site now also incorporates a hugely popular new Measures Bank reaching 3,000 people in its launch month and continuing to grow.
- \* Conducted VCSE sector workshops under the National Lottery Community Fund programme which were adapted to allow online delivery through webinars. Workshops were delivered for a wide range of open and convened groups alongside 121 support including with Datakind, Relationships Project, Connections Coalition, National Lottery Heritage Fund, Spirit 2012 Trust, Big Local learning cluster on loneliness, Bromley By Bow Centre, Y People, National Academy of Social Prescribing, United Synagogue annual leadership conference and the British Science Association for applicants to Wellcome Trust Ideas Fund.
- \* Launched fortnightly VCSE advice surgeries with 45-minute bespoke 121 sessions on wellbeing evidence, evaluation, project design and theory of change.

Central government

As well as our work with government analysts on the HM Treasury Green Book Wellbeing Guidance we continued the delivery of our Policy Profession training sessions. These introductory sessions on either wellbeing and policy or Wellbeing and Work that have been running since 2014, shifted online and reached over 250 people per session. We also had increased demand from this sector for learning sessions on wellbeing at work which doubled this year.

Local Government

We completed a major implementation research project on 'Effective Local Government Strategies for Maximising Wellbeing Impact' which was funded by the Health Foundation. We were planning to run this research concurrently with a learning cohort of local authorities working on wellbeing in their areas but because the main membership of this group was likely to include public health teams who were responding to the pandemic the two projects were run sequentially extending the project time.

In January we started recruitment to the tailored support programme cohort of Local Authorities and confirmed

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**DIRECTORS' REPORT (CONTINUED)**  
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the final participating authorities in March. The participating local authorities and their topics are:

- \* *Southampton City Council*: Employee wellbeing
- \* *Blackburn with Darwen Borough Council*: Mental wellbeing & inequalities
- \* *East Devon County Council*: Recovery & resilience
- \* *Walsall Council*: Wellbeing in all policies
- \* *Sutton Council*: Helping Early Strategy
- \* *Lewisham Council*: Impacts of COVID JSNA
- \* *Babergh & Mid Suffolk District Council*: Wellbeing strategy
- \* *The City of Edinburgh Council*: Wellbeing programme
- \* *Westminster City Council*: Employee wellbeing programme
- \* *Redcar & Cleveland Council*: Wellbeing strategy
- \* *Kirklees Council*: Inclusion Commission

Additional training with the sector has included:

- \* Centre for Homelessness Impact What Works Community Local Government Initiative wellbeing module with 30 local authorities
- \* Wellbeing at Work webinar for 73 local authorities
- \* Introduction to wellbeing sessions with South Tees Wellbeing Network, Redcar & Cleveland Borough Council, Middlesbrough Council,

Partnerships, Projects and Learning

We have four exploratory implementation and evaluation projects this year to support evidence use and generation. These are:

1. Spirit 2012 Trust Carers Music Fund senior learning partner
2. Guide to wellbeing evaluations for charity sector with incomplete wellbeing information with Pro Bono Economics
3. Student Space content QA and Advisory Group
4. Rural Wellbeing project for DEFRA led by Centre for Thriving Places

We worked with a wide range of groups and projects to bring wellbeing evidence into decision making and parting to fill evidence gaps including;

- Work and Students

- \* Wellcome Trust funding call and panel for mental health at work to fill evidence gaps
- \* Office for Students Mental Health Challenge Funds Panel member
- \* NICE Workplace Wellbeing Guidelines Consultation Group
- \* Health & Wellbeing at Work Conference - UK's largest, health, wellbeing & safety event
- \* Social Value UK events on measuring workplace wellbeing
- \* International Women's Forum session on wellbeing & NEDs role
- \* What Works Children's Social Care on Social Care Profession wellbeing
- \* UUK Mental health in Higher Education Working Group
- \* Teesside University on Student Wellbeing
- \* HR leaders Forum
- \* Ed Supports sessions for education professionals wellbeing in wales
- \* British Academy of Management survey
- \* Association of Convenience stores on staff wellbeing guide for members
- \* Reed recruitment on staff wellbeing guide
- \* NHS Employers conference and workshop on evaluating workplace wellbeing interventions

- Community & Civil Society

- \* DCMS on Volunteering England strategy
- \* Association of Volunteer Managers Annual Conference x 2 workshops
- \* DCMS Loneliness Policy team on impacts of covid
- \* Jo Cox Foundation Connection Coalition Funders
- \* NLCF on Aging Better Programme Evaluation

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**DIRECTORS' REPORT (CONTINUED)**  
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- \* NLCF on Coronavirus Community Support Fund Evaluation including the volunteering survey
  - \* Nesta on new strategy development & implementation
  - \* Wellcome Trust commissioned work on Collective Resilience
- Health & Local Government
- \* Advisor & Assessor for Health Foundation Economies for Healthier Lives Programme
  - \* Contributed to Health Foundation Covid Impact inquiry
  - \* Regional PHE teams and PHE Mental Health Intelligence Network to include wellbeing measurement in a range of FingerTips profiles for adults, children, mental health and covid impact for use in Joint Strategic Needs Assessments and commissioning
  - \* GLA Mental Health & Wellbeing in London's Recovery Programme
  - \* Redcar & Cleveland Borough Council Joint Strategic Needs Assessment for self-harm and suicide leading to analysis of subjective wellbeing metrics in the Borough.
  - \* Consultations on maximising wellbeing impact of policy with Barnsley Metropolitan Borough Council, Haringey Council, North Yorkshire County Council, North of Tyne Combined Authority, West London Alliance, Greater London Assembly, National Association for Local Councils, Stockton Borough Council, Camden Council, Islington Council, Northampton County Council, Darlington Borough Council, Lambeth Borough Council
  - \* Advise and evidence on wellbeing and measurement with Salisbury NHS Foundation Trust, Hertfordshire Partnership University Foundation NHS Trust, Bristol Heart Institute, National Innovation Centre for Aging, Greater Manchester Health & Social Care Partnership, Making Every Contact Count North East ICS programme

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**DIRECTORS' REPORT (CONTINUED)**  
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**Leadership & Collaboration**

We speak at high profile conferences, roundtables and events. Examples from this year include;

- \* Institute for Government on the role of science & economics in policy making
- \* Tony Blair Institute on the Economics of Covid suppression
- \* Sustainability First on What we Value in Society
- \* APPGs on Loneliness, Longevity and Compassion in Politics
- \* New Philanthropy Capital on Social Prescribing
- \* Disability Rights UK
- \* Sharing latest children & young people's wellbeing statistics with Parliamentarians and officials

Building networks and supporting the dissemination of evidence and development of areas of research interest, we run and nurture these forums and communities:

- \* Social Impacts Taskforce
- \* All Party Parliamentary Group on Wellbeing Economics
- \* Business Leaders' Council
- \* DCMS Loneliness Hub

Advisory roles

We hold a number of advisory roles across different areas of expertise. For this year, this includes:

Evidence advisory roles

- \* UCL Loneliness & Mental Health Research Network Advisory Group (ESRC funded)
- \* Sheffield University Management Training intervention
- \* Public Health Wales on volunteering & community response (ESRC funded)
- \* Student Mental Health Research Network Conference session on evidence to coincide with new research funding call
- \* Queen Mary University London The Quality of Working Life Across the Occupational Structure (ESRC funded)
- \* Technical support to Ministry of Defence Second Employee Wellbeing Survey design and reporting
- \* Evidence review on the 'Future of Work' for GO-Science ARI Working Group

Implementation: formal advisory roles

- \* House of Lords Life Beyond Covid Inquiry on Acceleration of shift to Digital - Executive Director appointment as specialist advisor on wellbeing
- \* Public Health England's Every Mind Matters Expert Advisory Group
- \* Embedding Wellbeing in Northern Ireland Local Government Advisory Group project by Carnegie UK Trust
- \* Well Schools community run by Youth Sport Trust
- \* Natural England & DHSC on Wellbeing & Nature Tool
- \* Department for Education's Staff Wellbeing Charter Advisory Group
- \* Greater Manchester BeeWell Secondary School wellbeing measurement project
- \* National Academy of Social Prescribing Steering Board
- \* Collaboration for Health led by Health Foundation
- \* DCMS & Ipsos on High Speed Broadband evaluation
- \* Spirit 2012 Trust Volunteering & Community Outcomes Group

Implementation: informal and ad hoc advisory

- \* BEIS Industrial Strategy Council project on wellbeing & productivity
- \* National Infrastructure Commission on Quality of Life
- \* Quality of Life Foundation Framework

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**DIRECTORS' REPORT (CONTINUED)**  
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- \* MHCLG, Arup & providers, What Works Local Economic Growth & Centre for Aging Better on Towns Fund
- \* Cardiff University conference on Growth & Wellbeing
- \* North of Tyne Combined Authority workshop with Carnegie UK Trust

International impact

This year we have worked with national and regional governments and agencies in Canada (with McGill University), the UAE, Norway, Australia, Sweden and contributed to projects at the UN on SDGs, the World Economic Forum on workplace wellbeing with Wellcome Trust and the Global Grand Challenges in India on Public Mental Health.

*"I am pleased to tell you that Statistics Norway, in cooperation with the Directorates of Health and Children and family affairs, launched the first survey on quality of life last week. As you might remember the survey combines subjective well-being with objective well-being, and consists of over 150 questions. What works for wellbeing and the ONS have been an inspiration for us in Norway."*

What Works Network & other expertise collaborations

Being part of the What Works Network commits the Centre to working in line with the membership requirements and means we are part of a group of like-minded organisations contributing to the evidence and implementation fields. As a result, we have increased our involvement in network activity with two projects that have significantly developed our Implementation function:

1. An ESRC What Works Strategic Fund project on Implementation in partnership with the Wales Centre for Public Policy and Education Endowment Foundation.
2. We are an active participant in the What Works Council and What Works Operational Group projects on addressing inequalities and on sharing our review and impact methodologies.

*"The What Works Centre for Wellbeing has consistently outperformed the other Centres...in relation to the quality of its content and the impact the Centre had on the individual."*

- ESRC review of its What Works funding

**Communication & Digital**

The partnership with the National Lottery Community Fund has enabled the Centre's website knowledge platform change to increase its reach from 12,000 people a month to 15,000 people a month from across the UK.

Other than the website, the main digital products are 1) the Measuring Wellbeing microsite and its measures bank that was significantly re-developed this year, and 2) the new DCMS Loneliness Hub which was developed in-house.

Website analytics show that the vast majority of traffic, more than 60%, is UK-based in line with our aims. International interest is also clear with an increase of the audience coming from outside the UK this year. Within the UK, 58% of visitors are from England, 7% Scotland and Wales, respectively, and 1.5% from Northern Ireland. When looking at cities, 27% are from London and other leading cities include Birmingham, Bristol, Manchester, Sheffield, Glasgow, Leeds, Edinburgh and Cardiff.

We have a strong focus on analytics and UX insight to inform our work. This year we have seen a big shift in interest towards measurement, working age and workplace wellbeing, and in us as an organisation. There has been a lower interest in loneliness, policy and student wellbeing.

Top tools

1. *Workplace Wellbeing Questionnaire*
2. *Guide to measuring wellbeing impact*
3. *Employee Wellbeing snapshot survey*
4. *Guidance for Better Workplace Wellbeing*
5. *Measuring Wellbeing in Schools & Colleges*

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**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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We publish a weekly blog and send a weekly email to our growing audience, sharing updates on wellbeing research, policy and practice. We also have a substantial following on twitter and growing audience on LinkedIn, an indicator of the interest in work and wellbeing.

**Directors**

The directors who served during the year were:

Peter Ayrton Cheese (appointed 23 March 2021)  
Nancy Jane Juliet Hey (appointed 30 October 2020)  
Anuschka Muller  
Daniel Richard Corry  
Sarah Jane Blunn  
Helen Mary Baker  
Nikolaos Adamidis (appointed 16 June 2020)  
Paul John Najsarek  
Dr Paul Litchfield (resigned 23 March 2021)  
Camilla Rosan (resigned 29 October 2020)  
Deborah Jane Potts

During the year the directors remuneration from the company totalled £31,419 (2020 -£nil)

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**DIRECTORS' REPORT (CONTINUED)**  
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## **Board and Governance**

### *Governance*

The Centre builds in its main audiences into the governance to ensure we put the needs and interest at the heart of what we do. This is a core requirement for a What Works Centre and essential for effective knowledge use. We have a Board of Directors as the main decision making body, an advisory panel to ensure that the Centre's work is quality assured to be robust, relevant and accessible.

### Board updates

The What Works Centre for Wellbeing is led by a board of 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 strategic direction 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.

This was Dr Paul Litchfield's last year as Chairman. Peter Cheese, Chief Executive of the CIPD, was recruited and appointed as Chairman in March 2021.

Further board updates include:

- \* Nikolaos Adamidis was recruited and appointed as new Treasurer appointed June 2020 replacing Andrew Hudson CB who stepped down to become Chairman of the Centre for Homelessness Impact at the end of his second term.
- \* Board Member Camilla Rosen resigned and Dr Annuschka Miller was appointed.
- \* During the course of the year the Board reviewed its composition, as part of its annual strategy development, and succession planning for the appointment of a new Chairman. They also considered whether or not to invite the Executive Director to be a full Director. The Board decided it was in the best interest of the organisation to appoint the Executive Director to the Board. The Executive Director agreed and was appointed in October 2020.
- \* The centre also appointed new Advisory Panel members Dr Radha Modgill and Prof Monder Ram.

### Advisory Panel

The Centre has an advisory panel that, along with a wider consultation group for each project, ensures quality assurance and suitability of the products and research outputs that are being produced. The Advisory Panel is composed of voluntary members who represent the key sectors and audiences the Centre engages with. The main purpose of this panel is to ensure high quality, transparency, relevance and accessibility of all the Centre's products and research strategies.

### **Covid-19 and its implications for the work and operations of the Centre**

As many other organisations, Covid adapted the way we work and function. We have always been digital-first, but through this period additional changes were made; we conducted workshops online instead of face-to-face, changed work patterns due to childcare commitments or quarantine requirements, and changed the pace and structure of some projects.



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

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**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Looking to the future**

The work this year demonstrate how, in 2020 and 2021, the Centre has continued to build on our strategy with thematic focus on:

- \* Working age and business
- \* Community, connection and civil society
- \* Wellbeing measures and methodology

Through 21/22 and beyond as we restructure the organisation after taking major steps on the path to building a wellbeing learning system for the UK, the new strategy continues to be our focus. We hope our work has contributed to UK organisations in all sectors responding to the pandemic, supporting a huge national effort of collective resilience that will serve us well as our economy transitions post-Brexit and towards Net Zero.

Wellbeing Methods & Measures

We are working with the government's Social Impacts Taskforce on the development of the HM Treasury Green Book Supplementary Guidance on Valuation of Wellbeing. We are also developing a three week introduction to wellbeing in policy course on Future Learn development is a new e-learning product: a three-week programme on wellbeing in policy, currently in development by partnering with FutureLearn.

We set up the new academic partnership with Professor Diane Coyle's team at the Bennet Institute for Public Policy at Cambridge University. This work is funded by ESRC and started in 2021 and will continue into 2022.

The research is split into two main projects:

1. Qualitative research in partnership with charity Turn2Us to test wellbeing definition and measures for those living with financial hardship.
2. Quantitative research using statistical methods to explore how well the current wellbeing metrics reflect these sources of wellbeing variation across communities and to test methods to produce a manageable set of indicators for policy use.

Working Age and Business

Working Age and Business was a strong area of interest from our audiences and we are committed to developing the evidence and tools in this area further.

We have also agreed a continuation of our partnership with Professor K. Daniels at the University of East Anglia. This will see the Centre support the translation and dissemination of their ESRC-funded project 'Management Practices, Employee Engagement and Productivity (MP-EE)', which is being run together with ProPEL Hub and RAND Europe.

Community, Place, Connection & Loneliness

Our local government cohort will be working on maximising wellbeing in a wide range of local government policies and contexts.

We have developed a new evidence strategy for community wellbeing and loneliness, focusing on reviews which are a priority for our audiences in the civil society sector.

Two new sector-led reviews commissioned by the Centre were:

- \* *Community Business Review* with Power to Change, ESCR, Liverpool University & Leeds Beckett University.
- \* *Volunteering Rapid Evidence Assessment* with the Institute for Volunteering Research at the University East Anglia, Spirit 2012 Trust and National Lottery Community Fund.

Through the year, we will also continue work on three major projects, funded in partnership with the Economic & Social Research Council and the Arts & Humanities Research Council under their Secondary Data Analysis Initiative. These are:

- \* Dr Fancourt, D. UCL - Wellbeing & Community Engagement (WELLCOMM): evidence from observational studies & impact for social prescribing

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

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**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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- \* Dr Patalay, P. UCL - Understanding social isolation and subjective wellbeing across the life course
- \* Dr Long, E. Glasgow University - WWCW Loneliness and Wellbeing Among Adolescents and Young Adults

The Campaign to End Loneliness will be reporting on the impact of covid on loneliness one year on, setting up a new Global Collaboration on loneliness and connection, continuing to deliver the DCMS Loneliness Hub and holding a first UK international conference on Loneliness.

**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.



Peter Ayrton Cheese  
Director

Date: 23 November 2021

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

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**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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	Note	2021 £	2020 £
Turnover		1,075,224	673,675
		<u>1,075,224</u>	<u>673,675</u>
Administrative expenses		(843,719)	(664,856)
		<u>231,505</u>	<u>8,819</u>
<b>Profit before taxation</b>		<b>231,505</b>	<b>8,819</b>
Taxation on profit		(12,918)	(2,887)
		<u>218,587</u>	<u>5,932</u>
<b>Profit for the financial financial year</b>		<b>218,587</b>	<b>5,932</b>
<b>Other comprehensive income for the year</b>			
		<u>218,587</u>	<u>5,932</u>
<b>Total comprehensive income for the year</b>		<b>218,587</b>	<b>5,932</b>

The notes on pages 19 to 24 form part of these financial statements.

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**THE WHAT WORKS CENTRE FOR WELLBEING CIC**  
(A company limited by guarantee)  
REGISTERED NUMBER: 09461422

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**BALANCE SHEET**  
**AS AT 31 MARCH 2021**

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	Note	2021 £	2020 £
<b>Current assets</b>			
Debtors: amounts falling due within one year	6	221,017	55,685
Cash at bank and in hand	7	476,316	300,490
		<u>697,333</u>	<u>356,175</u>
Creditors: amounts falling due within one year	8	(214,303)	(91,732)
		<u>483,030</u>	<u>264,443</u>
<b>Net current assets</b>		<b>483,030</b>	<b>264,443</b>
<b>Total assets less current liabilities</b>		<b>483,030</b>	<b>264,443</b>
<b>Net assets</b>		<b>483,030</b>	<b>264,443</b>
<b>Capital and reserves</b>			
Profit and loss account		483,030	264,443
		<u>483,030</u>	<u>264,443</u>

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**THE WHAT WORKS CENTRE FOR WELLBEING CIC**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 09461422**

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2021**

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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 the 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 23 November 2021.



**Peter Ayrton Cheese**  
Director

The notes on pages 19 to 24 form part of these financial statements.

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

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

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**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 Albany House, Petty France, London, England, SW1H 9EA, 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 accounts have been prepared on a going concern basis.

The following principal accounting policies have been applied:

**2.2 Going concern**

The Centre's forecasts and projections, taking account of reasonably possible changes in trading performance, show that the Centre can meet its liabilities as they fall due. In making this decision, the directors have taken into consideration the risks and uncertainties arising from the COVID-19 pandemic.

On this basis, the directors consider that the Centre will continue in operational existence for the foreseeable future and accordingly the directors consider it appropriate to prepare the financial statements on a going concern basis.

**2.3 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.

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

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

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**2. Accounting policies (continued)**

**2.4 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 profit or loss 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.

**2.5 Taxation**

Tax is recognised in profit or loss 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.

**2.6 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
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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 profit or loss.

**2.7 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.

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

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

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**2. Accounting policies (continued)**

**2.8 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.

**2.9 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.

**3. Directors & Employees**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>462,729</b>	<b>408,183</b>
Social security costs	<b>41,077</b>	<b>36,845</b>
Cost of defined contribution scheme	<b>36,177</b>	<b>31,582</b>
	<b>539,983</b>	<b>476,610</b>

The average monthly number of employees, including directors, during the year was 12 (2020 - 11).

**4. Directors' remuneration**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Directors' emoluments	<b>29,101</b>	<b>-</b>
Company contributions to defined contribution pension schemes	<b>2,318</b>	<b>-</b>
	<b>31,419</b>	<b>-</b>



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

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

**5. Tangible fixed assets**

	<b>Computer equipment £</b>
<b>Cost or valuation</b>	
At 1 April 2020	8,802
At 31 March 2021	8,802
<b>Depreciation</b>	
At 1 April 2020	8,802
At 31 March 2021	8,802
<b>Net book value</b>	
At 31 March 2021	-
<i>At 31 March 2020</i>	-

**6. Debtors**

	<b>2021 £</b>	<b>2020 £</b>
Trade debtors	208,173	24,962
Other debtors	12,844	10,267
Prepayments and accrued income	-	20,456
	<b>221,017</b>	<b>55,685</b>

**7. Cash and cash equivalents**

	<b>2021 £</b>	<b>2020 £</b>
Cash at bank and in hand	476,316	300,490
	<b>476,316</b>	<b>300,490</b>

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

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

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**8. Creditors: Amounts falling due within one year**

	2021 £	2020 £
Trade creditors	13,007	4,217
Corporation tax	12,917	2,254
Other taxation and social security	55,475	16,099
Other creditors	5,261	4,710
Accruals and deferred income	127,643	64,452
	<u>214,303</u>	<u>91,732</u>

**9. Financial instruments**

	2021 £	2020 £
<b>Financial assets</b>		
Cash at bank	<u>476,316</u>	<u>300,490</u>

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

**10. 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 £9 towards the assets of the company in the event of liquidation.

**11. 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 £36,177 (2020 - £28,941). Contributions totalling £5,041 (2030 - £4,490) were payable to the fund at the balance sheet date.

**12. Related party transactions**

There are no related parties in the year

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

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

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**13. Post balance sheet events**

Since the year end, the worldwide outbreak of the coronavirus pandemic (COVID-19) has caused extensive disruptions to organisations globally with major implications for operations as well finances. The directors acknowledge and recognise the impact of the COVID-19 pandemic on the operations of the Centre, its, partners, stakeholders and on the wider society, and through the staff Management Team, they have ensured that both resources and processes are in place to mitigate any disruption to the Centre. As a result the impact of COVID-19 pandemic does not warrant any adjustments to these financial statements.

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

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**DETAILED PROFIT AND LOSS ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2021**

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	Note	2021 £	2020 £
Turnover		1,075,224	673,675
Staff costs		(539,983)	(476,610)
Depreciation		-	(158)
Administration costs		(303,736)	(188,088)
Tax		(12,918)	(2,887)
<b>Profit</b>		<u>218,587</u>	<u>5,932</u>
<b>Gross profit %</b>		<b>20.3 %</b>	<b>0.9 %</b>
		<u>218,587</u>	<u>5,932</u>
<b>Less: overheads</b>			
<b>Profit for the year</b>		<u>218,587</u>	<u>5,932</u>

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

**SCHEDULE TO THE DETAILED ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2021**

	2021 £	2020 £
<b>Turnover</b>		
Grant - Health Foundation	64,574	30,000
DCMS/Cabinet Office	80,853	(1,667)
Grant - National Lottery Community Fund	674,483	537,847
Funder Contributions - HMG	90,931	71,202
The Mercer's Company	12,500	-
Philanthropy Income	21,347	-
Wellbeing Council Income	23,125	5,625
Spirit of 2012/Centre for Ageing Better	62,342	18,750
Consultancy fees	45,069	11,918
	<u>1,075,224</u>	<u>673,675</u>
	2021 £	2020 £
<b>Staff costs</b>		
Directors national insurance	3,333	-
Directors salaries	29,101	-
Directors pension costs - defined contribution schemes	2,318	-
Staff salaries	433,628	408,183
Staff national insurance	37,744	36,845
Staff pension costs - defined contribution schemes	33,859	31,582
	<u>539,983</u>	<u>476,610</u>

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

**SCHEDULE TO THE DETAILED ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2021**

	2021 £	2020 £
<b>Other charges</b>		
Staff training	370	7,221
Recruitment costs	11,681	6,275
E-Learning costs	2,588	14,000
Dissemination and publication costs	2,501	8,414
Hotels, travel and subsistence	5,951	5,046
Directly Commissioned Research Costs	42,818	13,270
Printing and stationery	406	1,984
Telephone and fax	3,687	3,732
Computer and website costs	34,672	16,501
General office expenses	2,104	2,702
Events and Communications costs	28,879	16,982
Advertising and PR costs	3,729	-
Legal and professional	5,468	2,429
Auditors' remuneration	(600)	5,400
Consultancy costs	12,750	24,100
Bank charges	258	204
Rent	89,806	57,252
Evaluation costs	53,133	-
Insurances	3,485	2,066
Meeting costs	50	510
	<u>303,736</u>	<u>188,088</u>
	2021 £	2020 £
<b>Depreciation and other amounts written off assets</b>		
Depreciation - office equipment	-	158
	<u>-</u>	<u>158</u>
	2021 £	2020 £
<b>Tax</b>		
Corp tax (P/L) - current yr	12,918	2,887
	<u>12,918</u>	<u>2,887</u>

