

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 2022**

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

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**COMPANY INFORMATION**

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<b>Directors</b>	Peter Ayrton Cheese Nancy Jane Juliet Hey Daniel Richard Corry Nikolaos Adamidis Paul John Najsarek Helen Mary Baker Sarah Jane Blunn David Hopkins Monika Misra Anuschka Muller Deborah Jane Potts (resigned 21 October 2021)
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<b>Registered number</b>	09461422
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## **Chairman's Foreword**

This year has been an extraordinary year of crisis and challenge. As we emerged from the pandemic and restrictions were steadily lifted, many businesses that had been badly affected opened up and recruitment accelerated. Organisations everywhere complained of skills shortages as unemployment levels reached lows not seen for decades. This created upward pressure on pay, and a stronger focus on those factors that attract and retain people, including the opportunity to work more flexibly and support for people's wellbeing. Towards the end of the financial year, the war in the Ukraine started which has not only created a geopolitical crisis, but also put great pressure on energy prices and stoked the inflationary spiral that has much to play out in the coming year.

The pandemic, being a human health crisis, had driven a much greater focus on wellbeing everywhere, both in the public and political agendas, as well as across businesses. Mental health and wellbeing as well as physical health and wellbeing have been receiving a lot more attention as we understand the impacts of social isolation during and following the pandemic. At the same time, the growing levels of stress from a more uncertain outlook, pressures at work, and financial concerns are shaping a broader wellbeing agenda, with many participants. These issues are not being felt evenly, whether across income levels or across regions and countries.

The context therefore for the What Works Centre has probably never been more important. Policy makers as well as businesses are being expected to put wellbeing much more at the heart of their thinking. What they need is good insight and evidence of understanding wellbeing in all its facets, but also what interventions make the most difference.

It is encouraging to see how the Centre has continued to influence the wellbeing agenda, driving policy thinking, having its voice heard through many different forums and channels. Notably this year, engagement by the team with the UK Treasury has led to wellbeing being included as part of cases for investment across Government departments, and in particular being recognised in the Levelling Up white paper. The Campaign for Loneliness also is gaining greater traction and being seen increasingly as a policy agenda. The work of the Centre in continuing to build evidence, working closely with academics, policy makers and organisations remains at the heart of the mission, and through this to influence the direction of understanding of wellbeing as a critical theme at national, regional, organisational and individual levels.

The Centre itself has gone through quite significant changes over the course of the year with some staff turnover as well as changes in its funding model. It has been a volatile period for many organisations, but for a small business, staff changes can be hard to manage and financial uncertainty is consuming of time and energy. It is to the credit of the team that new people have been brought in and momentum has been maintained, and the strategy looking ahead is to create more long term sustainable sources of revenue. This is combining opportunities from funders such as the National Lottery Community Fund, specifically funded projects and programmes of work, and opening up more opportunities to work with organisations to help them on their wellbeing agendas. Whilst the Centre has many strong connections across Government departments, it has proved difficult to find a more consistent focus of sponsorship or funding. Wellbeing is a broad agenda that necessarily covers a wide range of interests, and there are growing numbers of entities with views, content, or solutions vying for attention.

The rest of our Annual Report provides further information on work of the Centre during the year and a summary of our financial position with accompanying narrative.

## 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.

## 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 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. Grow and accelerate the global wellbeing evidence base.

2. Provide evidence and knowledge to people who can and do use it.
3. Generate wellbeing evidence by identifying gaps and create collaborations to fill them.

We do this by sharing knowledge, resources and tools as a public good. Our guiding values are to be trusted, independent, evidence-based, collaborative, practical, iterative and open.

We are successful when:

- 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.

Our focus is on where we believe we can make the biggest difference based on current expertise and networks. We also highlight where there are evidence and implementation gaps that are not already being addressed so they can be filled. Our priority areas are:

- 1) Wellbeing economics, methods and measures
- 2) Working age and business
- 3) Place and community
- 4) Loneliness and connection

These are presented through the topics on our website.

Our organisational aims are to ensure our work is relevant, sustainable, louder, expert and impactful.

## Our work this year

Between April 2021 and March 2022 the Centre has worked across our priority areas as a multidisciplinary, cross-sector team.

To support our priorities, and based on our theory of change, our work has operated in four distinct functions:

### **1) Leadership and collaboration**

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.

Our role is to educate, collaborate with and convene people with the ultimate aim of building a system of robust wellbeing measurement and learning.

## **2) Evidence and analysis**

We bring together the global knowledge base to identify what is and isn't known. This helps us find gaps in the evidence which we work with partners to fill and continue learning. We are 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**

Our core audiences are academia, government, practice and business, and the comms team ensures materials published are meaningful to each of these. The Centre's network is unparalleled in the wellbeing evidence space and includes the top wellbeing evidence and policy research teams, practitioners and policymakers in the UK, as well as global wellbeing experts. Through communication, the Centre convenes the wellbeing evidence community, delivering valuable evidence and resources to experts who can put it into action.

## **4) Implementation and new evidence generation**

With our implementation and evidence generation work, we aim to use existing collective knowledge and partner with others to learn more about where there are evidence gaps. We then work out what those in policy and practice need to know to improve wellbeing. Within the team, we have leads for all the sectors we work with; governments, business, health, civil society and research.

## **Highlights of the year**

During the pandemic we saw a major impact on people's lives as a result of rapid changes, and the fear, anxiety and lack of a sense of control it can cause. Significant societal change can increase these feelings in those who are already feeling ignored, left behind, not recognised or undervalued.

Levelling up life satisfaction and reducing wellbeing inequality became more

important than ever. This year, the Government published its flagship economic and social policy agenda with its Levelling Up white paper. This references the Centre's work and includes 12 cross-society 'missions', including 'mission 8', which focuses specifically on wellbeing. Each mission has indicators that will be put into law with annual reporting on progress. Moreover, wellbeing was selected as one of just two overarching objectives.

*“Wellbeing will be, by law, a metric of Government success”.*

- Christian Fraser, BBC journalist

We have been actively involved in advising on the development of the White Paper, and in providing the evidence base and metrics, and hosted and chaired a Mission 8 Levelling Up Expert Roundtable with the Levelling Up Chief Analyst & team.

This reflects the fact that wellbeing isn't just a 'nice to have' on the top of other policies. But if you get the key drivers of wellbeing right – employment, education, health and environment – you improve wellbeing across the board.

In addition to this achievement, highlights of the year include:

Wellbeing economics:

- The launch of Covid:WIRED - the [Wellbeing Inequalities Research Evidence Dashboard](#). This is 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. It shows how wellbeing frameworks can be used in practice to incorporate impacts on different population groups across different drivers of wellbeing.
  - The first briefing using this data was released in July - [Covid-19 and Wellbeing inequalities: Housing](#). This was prepared in partnership with Shelter.
  - The second briefing, in partnership with Citizens Advice, [Covid-19 and wellbeing inequalities: Employment and income](#) was released in August 2021.
- The HM Treasury Green Book Supplementary Guidance on Valuation of Wellbeing was published using Centre research and expertise. The Centre provides the evidence for the guidance on valuation of wellbeing and has extensively informed the formal supplementary guidance on Valuation of Wellbeing through its work over the last three years, including wellbeing evaluations from VCSE sector organisations.
- Our [Dying well project](#) recognises that modern advances in palliative care have made it possible for people of working age, who are



approaching the end of their life, to keep on working. The importance of wellbeing at the end of life was addressed in an amendment to the Health and Social Care Bill which will require Integrated Care Boards to "commission such services or facilities for palliative care as they consider appropriate for meeting the reasonable requirements of the people for whom they have responsibility." This puts end of life care on the same statutory footing as beginning of life care.

Loneliness and connection:

- The [Tackling Loneliness Hub](#) online platform launched in April 2021. It acts as a learning and exchange space for professionals working on loneliness by facilitating learning and discussion. The aim of the Hub is to create networks across sectors, generate action, increase the evidence base, and support a national conversation on loneliness.
- The Campaign to End Loneliness' first International Loneliness conference was held and had over 360 attendees

Place and community:

- Our '[Different people, same place](#)' review enables a better understanding of the relationships between individual and place-based community wellbeing.
- Through the [local authority wellbeing learning cohort recruitment and delivery](#), we designed and delivered a new, tailored support programme for 12 local authorities. This assisted them in reviewing and creating policies to tackle health and wellbeing inequalities in their communities

## Leadership and collaboration

### **Wellbeing impacts are valued for their role in the wellbeing of the UK**

The Centre has enabled and contributed to accelerated research around what really works to improve people's wellbeing. This spans all sectors and places across the UK, and supports wellbeing use in decision-making, including democratising access to wellbeing evidence.

Through our work this year, we have consolidated the Centre's position as a substantive influencing body by delivering meaningful thought leadership.

Examples of this work include:

- The [HMT Budget](#) included specific reference (1.26) to subjective wellbeing as measured by life satisfaction in the budget documents alongside traditional economic indicators of pay and productivity. It also noted that there are significant life satisfaction disparities across the UK to be addressed. This draws directly on the Centre's wellbeing inequalities evidence.

- Cabinet Office & HMT Evaluation Taskforce published guidance on [Evaluating Policy In Government](#) and references the Measuring Wellbeing Evaluation Guide the Measures Bank developed from our Thriving Communities project. This is a direct result of our membership of the What Works Network and our time to participate in it is funded from this grant.
- [DHSC Social Prescribing: Applying All Our Health Guidance](#) for frontline health & care staff, their managers and strategic leaders on social prescribing includes Centre guidance on data to understand local need including on community & civil society alongside the wellbeing and community/social capital metrics we have worked to build directly into national public health profiles used by public health professionals in every local authority.
- The work of the Centre has led to wellbeing being explicitly covered by HMT Green Book core guidance: “Social or public value therefore includes all significant costs and benefits that affect the welfare and wellbeing of the population, not just market effects” and this applies to ‘the whole population not just tax payers’ e.g. under 18s. This continuation of the 2018 change to include wellbeing as the purpose of government policy making and decision making is directly as a result of our work with the Treasury and government analysts.
- [DCMS cross government Loneliness 3rd Annual Report](#) referenced the Centre’s work commissioned by them as well as the Evaluation Loneliness guidance and the evidence project with two Lottery Funded Trusts - Centre for Ageing Better and Spirit 2012 Trust - working to understand the inter-relationship between individual and community wellbeing and connections.

The Centre has a presence at high profile conferences, roundtables and events. Examples from this year include;

- Membership of the What Works Network and Evidence Quarter with collaborations across the sector and direct engagement with the Cabinet Office / HMT unit the Evaluation TaskForce
- UN & WHO session on mental health & wellbeing in pandemic
- Keynote speaker at International Society of Quality of Life Studies

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

## What Works Network and other expertise collaborations

We are members of and collaborate with the following groups:

- The What Works Network convened by the Cabinet Office-HMT Evaluation Taskforce
- The Evidence Quarter

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 projects that have significantly developed our Implementation function:

- 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.

## Advisory roles

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

### Evidence: ad hoc advisory roles

- Advised the Ministry of Defence Intelligence Wellbeing Lead Analyst on measurement and analysis of worker wellbeing survey data.
- Advised Youth Features Foundation on job quality and occupational wellbeing measurement
- Wales Centre for Public Policy Infrastructure project for Welsh Government Advisory
- UCL Loneliness & Mental Health Research Network Advisory Group
- Sheffield University Management Training intervention
- Public Health Wales on volunteering & community response
- 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

- Advisory panel member for the [Greater London Assembly](#)'s work in developing a wellbeing framework
- NHS Lancashire CCG lead for Cancer
- Part of the steering group of the Health Foundation funded project Sustaining Community-led Action (Wales)
- Elected members part of Blackburn with Darwen Borough Council Mental Wellbeing & Inequalities group
- Member of PHE national Prevention and Promotion Working Group

- NASP academic partners research group, DHSC Mental Health Policy Tool Steering Group.
- Student Space quality assurance and advisory group member

Implementation: informal and ad hoc advisory

- Panellist, Cabinet Office, Policy that Works, Evaluation Task Force conference
- Northern Ireland Embedding Wellbeing in Local Government
- Presentation for OHID Yorkshire & Humber as part of their: Work and Mental Health Matters Webinar
- Panellist at [Wellbeing as a Goal of Public Policy](#) hosted by LSE with Steve Baker MP, Paul Dolan and Johanna Thoma
- Advisory panel member for Public Health Wales and University of Bristol: ['Learning from the community-led response to COVID-19 in Wales](#)
- Roundtable on volunteering - a public health approach to prevent social isolation and loneliness amongst older people, for Office for Health Improvement and Disparities, Department of Health and Social Care
- Interview with Ipsos MORI and RAND Europe, working on behalf of the Health Foundation's long-term research agenda project
- Participated in Towns Fund webinar on Health & Wellbeing
- Roundtable with Bounce Forward on Healthy Minds evaluation

International

International collaborations for learning have continued with the OECD, Canada & New Zealand Treasuries and Civil Society, Australia and France. Whilst this is kept to no more than 10% of our work, these interactions are important for shared learning and evidence generation, but also for establishing the credibility of wellbeing and social capital/community wellbeing in the UK.

Evidence and analysis

**More organisations are able to use high quality evidence**

We have continued to develop methodology to facilitate the collection and use of sector wellbeing data and evidence, increasing understanding of wellbeing data and measures, building sector capacity to understand and demonstrate impact, and promoting the use of comparable measures.

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:

Work with the government's Social Impacts Taskforce on the development of the HM Treasury Green Book Supplementary Guidance on Valuation of Wellbeing, and continuation of the 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.

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.

We have carried out two rapid evidence reviews - [ONS4 subjective wellbeing](#) and [WEMWBS](#) mental wellbeing scale. These have directly informed the evidence base for both Levelling Up and the National Mental Health and Wellbeing Action Plan.

- The [WEMWBS Mental Health Rapid Review](#) has fed into the DHSC Health and Mental Wellbeing plan, and identified in-depth information on study quality and evaluation support needs.
- Our Rapid Review of ONS4 Subjective Wellbeing Outcomes has fed into HM Treasury Wellbeing Appraisal guidance and the action plan for Levelling Up Mission 8 that uses these outcome metrics.

### Community, place, connection and loneliness

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 is funded by the National Lottery Community Fund, the Health Foundation, Spirit 2012 Trust and the Economic & Social Research Council.

The major highlights this year have been:

Our ['Different People, Same Place' review](#) enables a better understanding of the relationships between individual and place-based community wellbeing. In addition to producing qualitative and quantitative findings, the understanding gained from this work can be used to inform those designing and delivering community based interventions to address key priorities such as increasing wellbeing, supporting levelling up or building community cohesion. This work has also produced 'areas for action', highlighting areas of research for further exploration and actions people working in communities to improve wellbeing can take.

We also worked 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
- 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 Carers' Music Fund supported participatory music-making interventions aimed at improving the wellbeing and loneliness of female carers who are particularly vulnerable to low wellbeing and social isolation.

This year the final briefing on the evaluation and value of the programme was published. It presented findings on the effectiveness of 10 music-making and singing interventions delivered to more than 700 female carers across the UK between September 2019 and June 2021.

### **Campaign to End Loneliness**

The Campaign to End Loneliness reported on the impact of Covid on loneliness one year on, set up a new Global Initiative on loneliness and connection, continued to deliver the DCMS Loneliness Hub and held a first UK international conference on Loneliness.

The year's highlights in the Campaign's three priority areas that mirror the Centre's functions are:

#### **Evidence**

We develop new evidence and synthesise existing evidence to address key questions in the field of loneliness and improve the collective knowledge of how to tackle it.

- The Reconceptualising Loneliness in London report was commissioned by the Greater London Authority to explore the unequal distribution of loneliness across the capital. Building from the Mayor's Strategy for Social Integration, the report sets out the factors which make some Londoners chronically lonely.
- Wales Centre for Public Policy - Advisors on technology and loneliness programme and written blog to synthesise findings on loneliness in Covid in Wales.
- Higher Education England e-learning product, for which we supplied the

evidence, was published. The tool helps NHS and care workers understand more about loneliness and be able to signpost patients and carers.

- Worked with Neighbourly Lab and King's College London Centre for Military Health Research to gather data and conduct qualitative analysis of projects funded by the Armed Forces Covenant Fund Trust.
- Successfully developed and delivered the DCMS funded Loneliness Evaluation Workshop series in partnership with What Works Centre for Wellbeing, with a very high level of demand across all 3 workshops.
- Three insight seminars were developed and delivered on loneliness as part of Loneliness beyond Covid-19 including: Bereavement during the time of Covid-19 - attended by more than 100 non-profit organisations; Conversations during Covid-19 - seminar exploring the challenges of supporting lonely people in making conversations; and the Loneliness Learning Programme developed and tested with a range of employers to provide employees with a half day learning package, bringing awareness and understanding of loneliness.
- Loneliness at Work - a report commissioned by DCMS to explore employers understanding and learning about how to tackle loneliness at work, which generated coverage on People Management.

## Community

We bring together a community of practice, learning, and insight of organisations working on loneliness.

- A partnership with DCMS enabled the successful creation of the [Tackling Loneliness Hub](#), an online platform that acts as a learning and exchange space for over 280 professionals working on loneliness from over 200 organisations. The Hub facilitates learning and discussion, with the aim to create a committed and established network of loneliness professionals across all sectors; support loneliness professionals to work collaboratively and generate action; increase the evidence base on loneliness; and support a national conversation on loneliness
- International webinar with Global Initiative on Loneliness and Connection (GILC) 'What is the Global response to Loneliness after Covid 19'
- Podcast series 'Loneliness Explored' launched May 2021, on bereavement, psychology, community and conversation
- Fortnightly newsletter launched with updates on evidence and events on loneliness
- Successful international online conference which brought together more than 350 academics, practitioners and policymakers alongside a pre-Conference discussion event chaired by leading commentator Yasmin

Alibhai-Brown.

## Action

We campaign by making the case for evidence-based action on loneliness and creating change

- Partnered with the British Red Cross to support the Loneliness APPG
- Continued involvement in 'From isolation to inclusion', a project funded by Interreg North Sea Region to improve social inclusion and counteract loneliness in North Sea Region communities and neighbourhoods
- Recognised as Big Issue changemaker
- A Steering Group Member for GILC, representing the UK on both the Communications Committee and Membership Committees
- A range of speaking engagements for national and international audiences
- Increased reach and engagement on social media through continuing to raise awareness of important issues relating to loneliness

## Working age and business

The major highlights this year have been:

- Working with the University of East Anglia on the translation and dissemination of their ESRC-funded project 'Management Practices, Employee Engagement and Productivity, which was run with ProPEL Hub and RAND Europe. From this work 'recommendations for action' were able to be developed.
- We launched the LSE Handbook for Wellbeing Policy Making via webinar, which attracted over 130 scholars and practitioners from the UK and across the world to explore the opportunities and challenges inherent in embedding a wellbeing perspective within government.

## Communications impact and digital

### **Ensure that knowledge of what works reaches people who can and want to use it**

One of our core strengths is to translate wellbeing evidence so it can be understood and used by experts and non-experts across sectors.

Website analytics show that the vast majority of traffic, around 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. The top countries are UK (59%), US (10%), Australia (6%), Canada (2%) and India (1.8%). Within the UK, 85% of visitors are from England, 7% Scotland, 6% Wales and 1.5% from Northern Ireland. When



looking at cities, 26% are from London and other leading cities, in descending order, include Cardiff, Manchester, Birmingham, Glasgow, Bristol, Edinburgh, Leeds and Liverpool.

We publish a weekly blog and send a weekly email to our growing audience, sharing wellbeing research, policy and practice. The blog content becomes knowledge resources and includes research summaries, practice examples, policy and data releases. We continue to reflect an equal balance of contributions from each of our audiences to create a learning system where all those involved in using and creating wellbeing evidence have mutual trust, respect and freedom of expression. We also have a substantial following on twitter and growing audience on LinkedIn, an indicator of the interest in work and wellbeing.

In addition to the website, the main digital products have been The Measuring Wellbeing microsite, the DCMS Loneliness Hub and the Covid Wired Dashboard.

Highlights include:

### **Centre products/resources**

1. Workplace wellbeing questionnaire methodology (8,025 unique page views)
2. Workplace wellbeing question bank (4,689 unique page views)
3. Employee snapshot survey (3,566 unique views)

### **Measuring wellbeing microsite**

1. Brief resilience scale (10,811 unique views)
2. Measures bank page (2,635 unique views)
3. General Self Efficacy Scale (GSE) (2,043 unique views)

## Implementation and new evidence generation

### **More evidence informed action is taken**

Building on our previous learning, the Centre has been able to develop core tools and resources for the VCSE sector and begin to build networks of evidence and practice. This work has also enabled the establishment of solid and lasting partnerships across the UK, with increased collaborations with partners on projects in Scotland, Northern Ireland and Wales.

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 evidence strategy focuses on reviews which are a priority for our audiences in the civil society sector, and in our work with the voluntary sector we have focused on areas where we feel we can make a substantial difference. We have resumed delivery of our evaluation advice surgeries - workshops providing advice and guidance to VCSE organisations to bring wellbeing evidence into projects and theory of change. The evidence base for these includes volunteering, belonging, trust, places & spaces and social connection, community wellbeing, heritage, culture/sport/dance/arts, community business, co-production and joint decision making.

#### Central government

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

- Policy Profession Knowledge Series learning event, with attendees reported highlights including:
  - 'Some very interesting insights into what constituted wellbeing and how it represented a cross (weighted differently by different people) of both subjective and objective considerations'
  - 'Learning more about general wellbeing, what the UK/National picture is like and the trends in the data'
  - 'Gaining more understanding on the wellbeing priority areas, and also the various factors that affect wellbeing'
- The Centre supported the specialist Cross Government Wellbeing Economics group of the Social Impacts Taskforce (SITF) to develop the Valuation of Wellbeing Supplementary guidance to the Greenbook
- The Department for Education then published a Schools Policy Appraisal Guide that incorporates the above methodology, which the Centre helped develop

#### Health and local government

We partnered with the Health Foundation to fill knowledge gaps in the Local Government and Public Health sector, and linked key stakeholders in the community to ensure improved understanding, integration, commissioning and implementation of evidence-based practice on wellbeing. Through the Local Authority Wellbeing learning cohort recruitment and delivery, we delivered a

new programme of support for 12 local authorities to assist them in reviewing and creating policies (e.g. Health & Wellbeing Strategies, Joint Strategic Needs Assessments) to tackle health and wellbeing inequalities in their communities. This positively impacted the VCSE sector in each local authority by building the case for, and supporting, their role in achieving wellbeing outcomes at the grassroots.

We also worked with the NHS to support the implementation of the Board Level Wellbeing Guardian roles. Our review of Board level roles for wellbeing has informed the wellbeing guardians approach with a comprehensive theory of change. It has been shared and used across a wide range of sectors from Charity Boards, School Governors, Non-Executive Director networks, Organisational Senior Wellbeing Champions and Local Councillors.

In Spring 2021, the Centre brought together academics, policy professionals and health professionals working in End of Life Care to share knowledge, learn together, and identify gaps in the current evidence base.

Building on this, research funded by Marie Curie has scoped the experience of terminal illness in working age people. Three areas of social welfare & legal needs, financial stress and emotional wellbeing have been identified as crucial facilitators to enable those who want to continue working to do so. This insight has been shared with DWP for inclusion in the forthcoming White Paper on Health and Disability.

The importance of wellbeing at the end of life to those with a terminal illness and their loved ones, was addressed in an amendment to the Health and Social Care Bill which will require Integrated Care Boards to "commission such services or facilities for palliative care (including specialist palliative care) as they consider appropriate for meeting the reasonable requirements of the people for whom they have responsibility." in the same way they do for maternity services.

#### Work and students

Our work on children and young people's wellbeing measures, including ONS4 evaluation findings for under 18s, have been used to inform:

- BeeWell measurement in all Greater Manchester Secondary Schools providing neighbourhood level data on wellbeing and its drivers for 40,000 young people use by a cross sector coalition of 150 organisations across the region

- DfE State of the Nation Children & Young People's Wellbeing reports which included new data during the pandemic and with young people through the Children's Commissioner
- Subjective measures included in the OECD Children's Wellbeing data portal for the first time.

Other work in the category included:

- We worked with Student Minds to provide quality assurance, peer review and advisory support for the Student Space website/digital tools.
- We worked with the Met Police to provide an assessment of their staff survey results and recommendations to develop a wellbeing action plan. This included delivering workshops to the senior team on improvements that can be made based on findings
- The Department of Levelling Up, Housing & Communities funded an implementation secondment with the Centre, enabling more in depth work on Work & Employers Wellbeing
- The Association of Convenience Stores developed their Wellbeing Guide in partnership with the Centre

## Looking to the future

National Wellbeing & Wellbeing Economics, measures and methodology

In this area we will be delivering training on the HMT Green Book Supplementary guidance on Wellbeing and Wellbeing & Policy, and continue our work on Levelling Up.

In addition to this we will be looking at:

- Wellbeing and Quality of Life Frameworks
- Analysis and monitoring of national wellbeing data
- Establishing analysis code databank to accelerate analysis of UK wellbeing data
- Benchmarking dashboard with Understanding Society to make evaluations quicker and better
- Individual Agency and Control
- Methods series continued development

Working age and business

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

We are doing this through:

- Continuing our work on Terminal Illness

- Student wellbeing analysis and intervention review in collaboration with the sector
- Education and Wellbeing Analysis with the University of Cambridge
- Occupation and wellbeing data analysis, looking back 10 years
- Civil Service people survey wellbeing data analysis from the pandemic years 2020-2021

### Community and civil society

In 2022/23 will be continuing our work and research with the Local Government implementation cohort, and our 121 VCSE evaluation advice sessions. We will also be working with the Centre for Thriving Places on a review of Social Capital: Belonging, Cohesion & Social Support.

We will also be looking at:

- Culture, events & institutions Review with support from the Arts and Humanities Research Council and Spirit of 2012.
- Updating our 2017 Places, Spaces & Social Connections review
- Community Control and Collective Action review

### Loneliness and connection

The Campaign to End Loneliness will be continuing to deliver the DCMS Tackling Loneliness Hub, hold a second annual International Conference on Loneliness and convene their Policy and Research Forums.

In addition to this we will also look at:

- Loneliness and social connection for young people analysis
- Harmonising loneliness & Social Connection across UK's 5 cohort studies

### Board and governance

#### Governance

The Centre has an independent and skills based Board of Directors as the main decision making body, and an advisory panel to ensure that the Centre's work is quality assured to be robust, relevant and accessible. As a requirement for a What Works Centre, and essential for effective knowledge use, we build our main audiences into the governance to ensure we put the needs and interest at the heart of what we do.

#### Board updates

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 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 Peter Cheese's first year as Chairman, appointed in March 2021.

Further board updates include:

- During the course of the year the Board reviewed its composition, as part of its annual strategy development
- In line with this, the Board made two new appointments. Monika Misra and David Hopkins were recruited as new Board members.
- Deborah Potts resigned from the Board at the end of her term.

The Directors who served during the year were:

Peter Ayrton Cheese

Nancy Jane Juliet Hey

Anuschka Miller

Daniel Richard Corry

Paul John Najsarek

Sarah Jane Blunn

Deborah Jane Potts (resigned October 2021)

Helen Mary Baker

Nikolaos Adamidis

Monika Misra (appointed February 2022)

David Hopkins (appointed February 2022)

During the year the directors' remuneration from the company totalled £75,103 (2021 - £31,419, prorated amount for the period served on the Board). This was in the form of full costs for the Executive Director's salary.

Programme Advisory Group

The Campaign to End Loneliness Programme Advisory Group plays a central role in developing the work of the Campaign by focussing on: robust use of evidence, horizon scanning and programme development. The Group ensures that Campaign outputs are high quality, relevant, consistent, accessible and in line with the Centre's approach and the aims of the Campaign.

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.

### **Financial note**

This financial year has seen an overall reduced turnover (£890,469) from the previous year (£1,075,224). This is partially because in the previous financial year we embedded the Campaign to End Loneliness into the Centre and therefore our overall scope of work both during and after the transition period increased. As a result of the transition, this financial year has therefore also seen an increase in costs in order to provide additional capacity required to fulfil the objectives of both the Centre and the Campaign to End Loneliness.

We have ended this financial year with a strong reserves position (£430,850). As throughout this period, we are working towards diversifying our funding streams, these reserves act as important support to provide specialist capability and capacity to support the Centre's public good and growth objectives.

Overall, the Centre at the end of the financial year is in a positive position. As we explore new markets and relationships to deliver our strategic objectives, we will continue to review our financial position accordingly.

### **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: 22 November 2022

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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 2022**

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	Note	2022 £	2021 £
Turnover		890,469	1,075,224
		<u>890,469</u>	<u>1,075,224</u>
Administrative expenses		(940,166)	(843,719)
<b>(Loss)/profit before taxation</b>		<b>(49,697)</b>	231,505
Taxation on (loss)/profit		(2,483)	(12,918)
<b>(Loss)/profit for the financial financial year</b>		<b>(52,180)</b>	218,587
		<u><u>(52,180)</u></u>	<u><u>218,587</u></u>
<b>Total comprehensive income for the year</b>		<b>(52,180)</b>	218,587
		<u><u>(52,180)</u></u>	<u><u>218,587</u></u>

The notes on pages 24 - 28 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 2022**

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	Note	2022 £	2021 £
<b>Current assets</b>			
Debtors: amounts falling due within one year	6	155,767	221,017
Cash at bank and in hand	7	487,111	476,316
		<u>642,878</u>	<u>697,333</u>
Creditors: amounts falling due within one year	8	(212,028)	(214,303)
		<u>430,850</u>	<u>483,030</u>
<b>Net current assets</b>		<u>430,850</u>	<u>483,030</u>
<b>Total assets less current liabilities</b>		<u>430,850</u>	<u>483,030</u>
<b>Net assets</b>		<u>430,850</u>	<u>483,030</u>
<b>Capital and reserves</b>			
Profit and loss account		430,850	483,030
		<u>430,850</u>	<u>483,030</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 2022**

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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 22 November 2022.

**Peter Ayrton Cheese**  
Director

The notes on pages 24 - 28 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 2022**

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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, suggest that the Centre can meet its liabilities. The directors acknowledge the potential impact of the pandemic on the operation of the Centre, its staff, partners, stakeholders and on wider society, and will continue to take any necessary action to adapt to any changes in the Centre's environment.

The directors are of the opinion that despite the impact of COVID-19, the Centre remains a going concern across a range of scenarios over the next twelve months from the signing of the financial statements.

**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 2022**

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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 2022**

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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>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>518,627</b>	<i>462,729</i>
Social security costs	<b>54,172</b>	<i>41,077</i>
Cost of defined contribution scheme	<b>65,026</b>	<i>36,177</i>
	<b>637,825</b>	<i>539,983</i>

The average monthly number of employees, including directors, during the year was 14 (2021 - 12).

**4. Directors' remuneration**

	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
Directors' emoluments	<b>66,758</b>	<i>29,101</i>
Company contributions to defined contribution pension schemes	<b>8,345</b>	<i>2,318</i>
	<b>75,103</b>	<i>31,419</i>

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**5. Tangible fixed assets**

	<b>Computer equipment £</b>
<b>Cost or valuation</b>	
At 1 April 2021	8,802
At 31 March 2022	8,802
<b>Depreciation</b>	
At 1 April 2021	8,802
At 31 March 2022	8,802
<b>Net book value</b>	
At 31 March 2022	-
<i>At 31 March 2021</i>	-

**6. Debtors**

	<b>2022 £</b>	<b>2021 £</b>
Trade debtors	139,606	208,173
Other debtors	10,023	12,844
Prepayments and accrued income	6,138	-
	<b>155,767</b>	<b>221,017</b>

**7. Cash and cash equivalents**

	<b>2022 £</b>	<b>2021 £</b>
Cash at bank and in hand	487,111	476,316
	<b>487,111</b>	<b>476,316</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 2022**

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

	2022 £	2021 £
Trade creditors	10,783	13,007
Corporation tax	2,464	12,917
Other taxation and social security	33,887	55,475
Other creditors	6,645	5,261
Accruals and deferred income	158,249	127,643
	<u>212,028</u>	<u>214,303</u>

**9. Financial instruments**

	2022 £	2021 £
<b>Financial assets</b>		
Cash at bank	<u>487,111</u>	<u>476,316</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 £11 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 £41,793 (2020 - £36,177). Contributions totalling £6,424 (2021 - £5,041) 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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**DETAILED PROFIT AND LOSS ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2022**

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	Note	2022 £	2021 £
Turnover		890,469	1,075,224
Staff costs		(637,825)	(539,983)
Administration costs		(302,341)	(303,736)
Tax		(2,483)	(12,918)
<b>(Loss)/profit</b>		<b>(52,180)</b>	<b>218,587</b>
<b>Gross (loss)/profit %</b>		<b>(5.9)%</b>	<b>20.3 %</b>
		<b>(52,180)</b>	<b>218,587</b>
<b>(Loss)/Profit for the year</b>		<b>(52,180)</b>	<b>218,587</b>



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

**SCHEDULE TO THE DETAILED ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2022**

	2022 £	2021 £
<b>Turnover</b>		
Health Foundation	44,049	64,574
Department of Culture, Media and Sport	81,118	80,853
National Lottery Community Fund	357,077	674,483
Funder Contributions - HMG	62,501	90,931
The Mercer's Company	50,000	12,500
Philanthropy Income	36,990	21,347
Wellbeing Council Income	21,250	23,125
Spirit of 2012/Centre for Ageing Better	52,876	62,342
Consultancy fees	108,224	45,069
Staff Secondment Income	42,291	-
University of East Anglia	24,943	-
Marie Curie	9,150	-
	<u>890,469</u>	<u>1,075,224</u>

	2022 £	2021 £
<b>Staff costs</b>		
Directors national insurance	7,992	3,333
Directors salaries	66,758	29,101
Directors pension costs - defined contribution schemes	8,345	2,318
Staff salaries	451,869	433,628
Staff national insurance	46,180	37,744
Staff pension costs - defined contribution schemes	56,681	33,859
	<u>637,825</u>	<u>539,983</u>

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

**SCHEDULE TO THE DETAILED ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2022**

	2022 £	2021 £
<b>Other charges</b>		
Staff training	6,054	370
Recruitment costs	2,466	11,681
E-Learning costs	14,400	2,588
Dissemination and publication costs	6,562	2,501
Hotels, travel and subsistence	2,610	5,951
Directly Commissioned Research Costs	18,355	42,818
Printing and stationery	294	406
Telephone and fax	4,267	3,687
Computer and website costs	34,418	34,672
General office expenses	301	2,104
Events and Communications costs	13,332	28,879
Advertising and PR costs	34,732	3,729
Legal and professional	3,648	5,468
Auditors' remuneration	-	(600)
Consultancy costs	43,074	12,750
Bank charges	252	258
Rent	40,816	89,806
Evaluation costs	45,713	53,133
Fundraising costs	25,104	-
Insurances	4,295	3,485
Meeting costs	1,648	50
	<u>302,341</u>	<u>303,736</u>
	2022 £	2021 £
<b>Tax</b>		
Corp tax (P/L) - current yr	2,483	12,918
	<u>2,483</u>	<u>12,918</u>