

HealthWORKS Newcastle: Trustees Annual Report and Financial Statements for the Year Ended 31 March 2017

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2017.



Legal and Administrative Information

Registered Company: 02952583
(England and Wales)

Registered Charity number:
1040370

Registered Office
Health Resource Centre
Adelaide Terrace
Benwell
Newcastle upon Tyne
NE4 8BE

Trustees
Prof C K Drinkwater CBE
(Chair - Oct 2014 on)
Mrs D Creighton
Mr J Dawson MBE
Mr K Graham
Mr M Ions
Mrs R McCready
Professor E. Todd (Nov 2016)
Mr M.E. Turner
Mrs D Charlton (resigned Sept 2016)
Mrs L Woodcock (resigned Nov 2016)

Chief Executive

Mrs Sarah Cowling

Auditors

J N Straughan & Co
Portland House
Belmont Business Park
Durham
DH1 1TW

Bankers

Barclays Bank plc
446 Westgate Road
Newcastle upon Tyne
NE4 9BN

Solicitors

David Grey
56 Westgate Road
Newcastle upon Tyne
NE1 5XU

Patron

Professor Sir Michael Marmot

Professor Sir Michael Marmot has led research groups on health inequalities for the past 30 years, is Director of the UCL Institute of Health Equity and author of *The Health Gap: The Challenge of an Unequal World*
See: www.instituteofhealthequity.org

'better health: fairer health'

HealthWORKS Newcastle

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Company status

The company is limited by guarantee and all members have agreed to contribute a sum not exceeding £1 in the event of a winding up. The number of guarantees at 31 March 2017 was 8.

Structure, governance & management

Governing Document

The charity is controlled by its governing document, a deed of trust, and constitutes a company, limited by guarantee, as defined by the Companies Act 2006.

We are a company limited by guarantee first registered 26/07/94 (registration number 02952583) and re-registered on 11/04/08 as HealthWORKS Newcastle and registered as a charity on 25/08/94 (registration number 1040370). We are governed through our Memorandum and Articles of Association document.

Board of Trustees

We are governed by a trustee board that takes overall responsibility for all our work. Governance is a term used to describe the trustees' role in:

- the long term direction of the charity, including its objectives or purposes
- implementing policies and activities to achieve objectives
- complying with legal requirements
- accountability to those with an interest or 'stake' in the charity

**'give every child
the best start in
life'** Marmot policy objective No 1

Recruitment of new trustees

We seek to maintain a diverse board with a broad range of skills, knowledge and experience relevant to our mission. We carry out due diligence checks to ensure that any appointment meets the requirements of our governing document and the law. Each new Trustee is supplied with an induction pack designed to ensure adequate knowledge of the organisation and of their role and responsibilities as Trustees.

Organisational structure

The Board meets bi-monthly and works to a largely strategic remit. Day to day operational management and decision making is delegated to the Chief Executive who is supported a small group of Directors and a Senior Management Team

Risk management

Major risks are considered at Board level and an appropriate risk assessment procedure is embedded in management and operational processes. The risk management policy specifies risks, evaluates the probability level and outlines the strategies for avoiding risk or minimising potential impact. This process enables Trustees to focus on avoiding risk that might prevent the charity achieving its strategic objectives. This enables us to take opportunities having duly considered potential risks, confident that reasonable steps have been taken to mitigate them. Operationally, Health and Safety and Information Governance remain as standing items on the Board agenda.

Objectives and activities

Our objects are to preserve and protect the good health of the community in Newcastle upon Tyne in particular by the establishment of a Health Resource Centre in that area.

These objects do not change from year to year, however our precise programme of work does change each year in line with community needs and priorities.

We work with communities to improve health equity, working to bring about *'better health and fairer health'*.

HWN vision

For people to live longer, healthier and happier lives across our city.

HWN values

We believe in

- Working collaboratively with other agencies
- Achieving excellence in all that we do
- Developing a skilled local workforce
- Seeking out what works and changing what doesn't
- Clients being able to influence the design of our services
- The diversity of our staff and the people we serve being an asset
- Being accountable to our clients, staff and commissioners

**'create fair
employment
and good work
for all'** Marmot policy objective 2

Performance

Service total volume (total number of attendances)

56,988

Reach (number of unique individuals worked with)

13,375

Demographics

58% from areas of
<30% IMD
66% female
34% male
28% BAME

Volunteers engaged, trained and supported

Breast Feeding Peer Support: **57**
Food skills: **4**
Community Garden: **6**
Friends of Lemington: **13**
Change4 Life Champions (supported): **99**
Total: 172

Total volunteer hours = **3,129** hours

Proxy value @ £11.89* = **£37,204**

**Based on ONS figure for 2015 (published March 2017)*

What we do

To deliver our aims and objectives we provide:

- Support and activities to influence positive lifestyle changes, including physical activity and healthy eating, to maintain or improve the health of people living or working in areas of Newcastle upon Tyne recognised as being disadvantaged
- Services that are safe, welcoming, secure and well-managed, addressing access and equity issues
- Appropriate and user-friendly community activities, responding to locally identified needs and involving local residents in decisions about priorities
- Support via accessible information and advice, particularly for people with long-term illnesses, such as diabetes and heart disease, to increase health literacy and self-management
- Facilities and practical support for service delivery by other organisations whose objectives complement those of our organisation
- Participation and leadership in local health-related networks and partnerships contributing to our aims and objectives.

Our activities deliver public benefit by

Increasing the understanding and recognition of the wider social determinants of health

Building on the capacity of individuals to identify and act on issues that impact on their own, and others, health and wellbeing (asset base approach)

Providing local access to regular exercise via high quality, low price community gyms and classes

Encouraging people to engage in a range of other local services which enable them to socialise within their communities

Supporting people to access the services most appropriate to them which are available in the city

Recruiting and training a local workforce, investing in upskilling local people

Offering a range of volunteering opportunities for local people

Supporting local volunteers to engage with informal training opportunities, delivered by HealthWORKS or other local agencies, and move onto a 'skills escalator' of opportunities leading to accredited training

Achieving a wide reach into communities traditionally seen as 'hard to reach' through the support and co-ordination of local volunteers who increase our reach tenfold by giving their time, their local intelligence and their ability to access friends, family and neighbours

Buying from local suppliers and producers wherever possible, investing in the local economy

Linking into city-wide networks to share good practice and avoid duplication

Recognising and valuing the range of other local organisations that deliver services supporting people to manage their lives.

'create and develop healthy places and communities'

Marmot policy objective 3

Finances

Reserves policy

Our policy is to hold money in the following designated funds:-

Planned capital investment and major maintenance fund - to cover the costs of planned building and equipment updating to ensure we continue to have the required facilities to deliver our work.

Building alteration fund (The Resource Centre) to provide a short term cushion against the loss of premises rental income in line with the plans of a tenant to relocate, allowing sufficient time to redevelop the space for alternative use.

Building alteration fund (The Lemington Centre) to provide a short term cushion against the loss of premises rental income in line with the plans of a tenant to relocate, allowing sufficient time to redevelop the space for alternative use.

The policy also requires money to be held in a general reserve at an amount approximating to between 3 and 6 months operational costs in order to ensure service delivery is not jeopardised through fluctuations in funding. For 2016/17 this amounted to between £349,935 and £699,870. This amount will also function as a shut-down fund in the event of the need to close.

Trustees review this policy on an annual basis to ensure that the designated funds held continue to be appropriate for our organisation, and to ensure monies held in General Reserve are appropriate.

Principal funding sources

We received a mixture of fees for services provided (**96%** of our total income), grant funding (3% of our total income), and other sources of income (1%). This income funded the wide range of activities which took place both within our buildings and from local community settings across Newcastle upon Tyne.

Our principal sources of fee income were:

- Contracts/Service Level Agreements (66.5%)
- Sales (24%)
- Premises Rental (9.5%)

Our principal grant funders were:

- Local Authority (58%)
- Others (42%)

'Enable all children and adults to maximise their capabilities and control over their lives' Marmot policy objective 4

Employment and training

We provide employment for 76 people (53 FTE). We know that our work is best delivered by local people who understand the wider determinants of health and the combination of pressures faced by people in areas of low income. We recruit and train local people who already have the core skills of resilience, effective communication and motivation. This peer to peer approach enables us to support service users to develop a greater understanding of local health services and what they can do to improve the health of both themselves and their families.

We provide vocational training needed for teams to achieve the professional qualifications to them to gain level 2 and level 3 NVQs.

"HealthWORKS is a good employer that embraces many aspects of flexible working to support its employees" Investors in People

Staff welfare

All staff are offered annual Health Checks, on site and in work time.

Support to quit, in work time, is available for any staff who still smoke.

Staff turnover rate
=20% (average voluntary sector rate 22%; private sector 15%:
Civil Society News)

Staff welfare

All salaries are either on or above the level of the national living wage.

All staff have free use of our two community gyms.

Staff are encouraged and supported to join the Moneywise credit union whereby we organise regular savings directly via pay role.

Staff can access HR advice and support in work time.

Part of the positive culture at HealthWORKS is that staff are listened to and heard (Investors in People status)

Pay Differentials

A report by the High Pay Centre highlighted how workplaces with big pay gaps between the highest and lowest wage earners suffer more industrial disputes, more sickness and higher staff turnover than employers with more equitable pay differentials.

The ratio of our highest salary (£42,509) to our **median** salary (£18,663) is **1: 2.3**

This corresponds to the lowest end of the range in the charity sector as determined by ACEVO (Association of Chief Executives of Voluntary Organisations).

'Ensure a healthy standard of living for all' Marmot policy objective 5

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Community garden: we have a beautiful community garden in Lemington, maintained by green fingered volunteers, for local people to enjoy. A significant green space with seating and a childrens play centre, this is an attractive and safe oasis in the community.

Organic Fruit and Veg: Liz's Café (named after one of the founder members of the Lemington Community Association, Liz Beck) who died of cancer, would be thrilled to know that the café benefits from donations of produce from the local allotment helping us provide healthy food at low cost.

Ecohealth: low income communities in urban areas have less access to green open spaces, despite research confirming that the natural environment plays a crucial role in human well-being. HealthWORKS has brought together a broad local partnership to work on securing Heritage Lottery funding for community work in Hodgkin Park. Interim funding from the People's Postcode Lottery has enabled us to engage with local people via the delivery of two John Muir Award courses, building skills and knowledge about the green environment on their doorstep.

Solar panels: panels on both our centres produce renewable energy, and reduce our electricity bills.

Socialisation: We provide venues where people can meet up opportunistically building networks and friendships. The café at Lemington is a great drop-in place and people love to chat over a cup of tea. The two gyms offer physical health benefits, as well as mental health benefits from taking part in activities with others.

Local purchasing power: to help money remain within the local economy, we choose local providers wherever possible.

Local Facilities: a friendly welcome awaits everyone who comes into our buildings, luckily for the many people who come in desperate for a loo in areas where there are no public facilities! Breast feeding mums are very welcome to some quiet space when needed.

Safe Reporting Centres: we advertise and provide a supportive environment where people are able to report hate crime to police.

Community First Initiative – initiated via Cabinet Office funding a couple of years ago, HealthWORKS has supported the continuation of the work of this local group of residents who run local projects connected with health and wellbeing. Elswick Ward committee have generously funded some of the activities.

Social Prescribing: social prescribing has been a key activity for HealthWORKS since the introduction of Community Health Trainers in 2006. HealthWORKS also worked as one of four agencies delivering 'Ways to Wellness'; a Social Investment programme aiming to support people living with long term conditions to better manage their health.

'Strengthen the role and impact of ill health prevention'

Marmot policy objective 6

Members of

Newcastle CVS

The Tyne and Wear Community Foundation

The Obesity Strategy group

The Diabetes Strategy Group

Healthwatch Newcastle Board

The Wellbeing for Health Board

The Change for Life Partnership

The Sure Start West Partnership

The Hodgkin Park Partnership

We work in partnership with multiple agencies across the city and would like to take this opportunity to thank all our partners for their help and support during the year.

Health Literacy

“The ability to understand, access and use health information and health services to make decisions about health”.

Prof Richard Osbourne
Deakin University, Australia

The Year Ahead - 2017/18

The challenges anticipated in 2017/18 will be shaped by the ongoing cuts in both social care and health service funding, alongside the impact of changes to benefit payments which, when combined, help increase the pressure on people already struggling with a wide range of challenges.

We plan to:

- Continue to explore new funding opportunities, to enable us to continue our activities in ways that meet local priorities
- Maintain our commitment to invest in the HealthWORKS workforce, aiming both to sustain local employment and maintain the current scale of frontline delivery
- Continue to test new tariff based projects e.g. delivering NHS Health Checks in the community to support our work to reduce health inequalities
- Continue joint planning with staff and partner agencies to ensure the best use of both our buildings and other community facilities over the next 5 years
- Use an agreed proportion of our reserves before wide scale redundancies
- Challenge ourselves to improve our ability to capture outputs and outcomes information and provide better service development intelligence
- Support our volunteers from all workstreams (Breast Feeding, Food Skills and The Lemington Centre) to gain valuable experience using their skills to support others in their community
- Continue to support the Volunteer Health Champions to link into a wide range of differing projects as a community capacity building model
- Work on better communicating outcomes, rather than outputs

‘Good health is what matters to people, not just what’s the matter with them’ Duncan Selbie

Projects delivered in 2016/17

Community Health Trainers

One to one support for:
Quitting smoking
Weight management/ healthy eating
Moving more / using green spaces more
Drinking within health guidelines
NHS Health Checks and mini MOTs
Support work in Hostels
Support regarding issues of debt/housing/
benefits

Physical activity team

Providing two affordable and accessible
community gyms and delivering studio classes
Delivering 'Exercise on Referral' (support for
long term conditions)
Supporting Cardiac Rehab phase 4 – nurse led
'Next Steps' – a progression class for adults
from exercise on referral / weight management
/ post cardiac rehab
Staying Steady – a falls prevention service
across the city.

Food Skills Team

'Love food, hate waste' waste minimisation
Plus Mini Waste Champs in schools
The Welcome Project programme (working
with adults with learning difficulties)
Northumberland Wildlife Trust 'The Wild
West' working with families in 3 local parks
Warburton's funding: 'Making your family
budget go further'
Sure Start West Riverside:
'Big Cook, Little Cook' sessions
Weaning courses

Maintaining a Community Hub

The Lemington Centre – a busy community hub
in the Outer West

www.lemingtoncentre.co.uk

Change 4 Life a partnership working
on reducing childhood obesity in the
inner west using the national campaign
resources:

Partnership co-ordinator
C4L champions, developing volunteer
support

A lively Facebook page for local families
Support for families with overweight
toddlers

Breast Feeding Peer Support Team

city wide
One to one support for mums from the
<30% IMD areas to support the initiation
and continuation of breast feeding

The recruitment, training and support of
peer support volunteers

Supporting a Facebook page

'Breastfeeding Mams Newcastle'

Lemington Pre-school

Free range toddlers - high quality
childcare for 2, 3 and 4 year olds, based
in our community garden; an
environment that encourages learning
through play in a safe, caring and
stimulating setting. 48 places across two
half day sessions each day, 5 days a
week, for local families.

Community First Panel

Supporting a group of Elswick residents
funded to follow up the original
Community First work

Social Media presence:

Two websites, multi-screens in each
centre, twitter account, and x4 facebook
pages

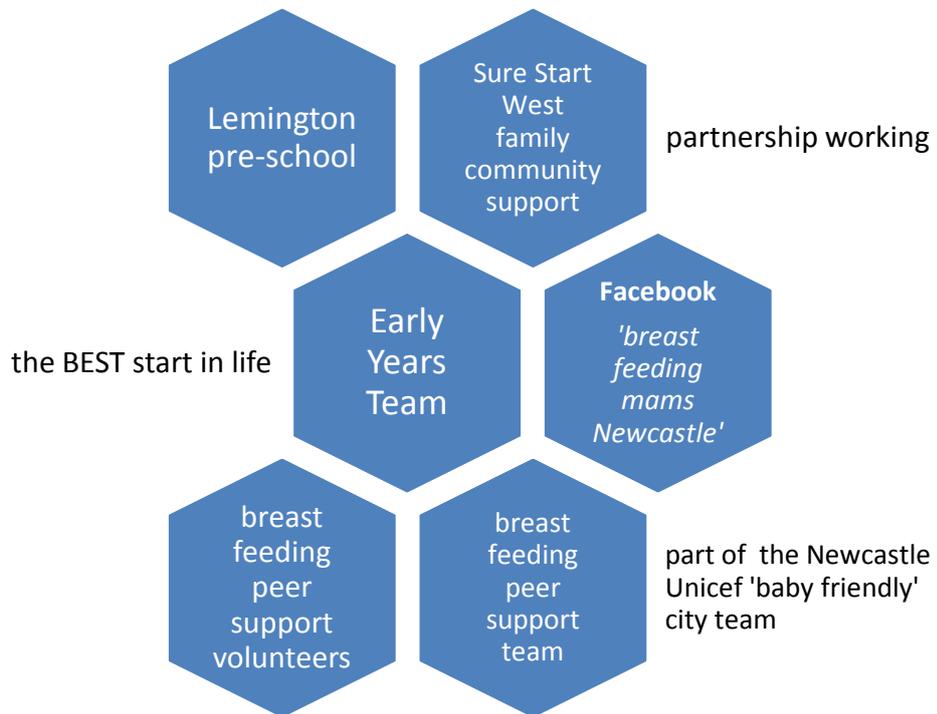
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for the Year Ended 31 March 2017**



HealthWORKS Newcastle: what we do...



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2016/17

13,375

Unique individuals engaging in
our services

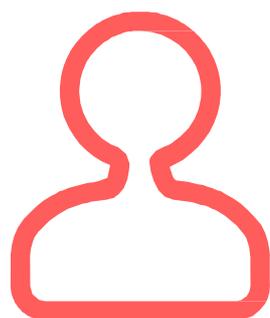


66% Female
34% Male



56,988

Total attendances



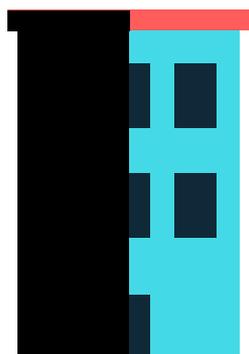
28%

BAME engaging
in our services



58%

live in areas
identified as
IMD <30%

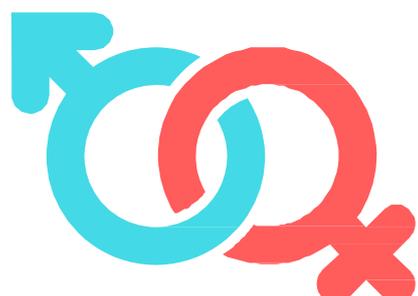
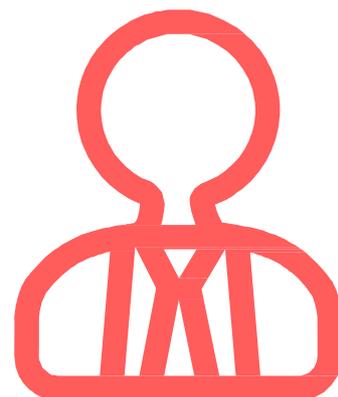


2 Centres

The Lemington Centre
The Health Resource Centre

76

Average
number of
staff
(53 FTE)



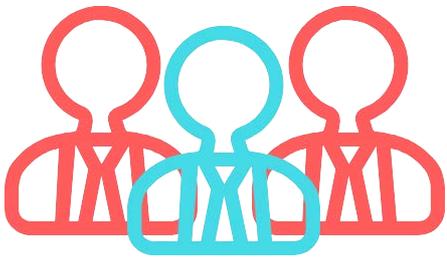
85%
Female

15%
Male

72%

of staff live in
Newcastle





8

Trustees

6

Board meetings

1

AGM



5 Male

3 Female

£1,389,445

Turnover for the year



10 Contracts

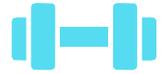
Other
income
from:



Lemington
Pre-school
offer



Lemington
Community
Cafe



2 Mainstream
Gyms



8 Small Grants



Delivery of
training courses



Room hire at
both Centres

We can't do it alone...

172

Volunteers have supported our work



over

6

projects



3129

Volunteer hours