

FOUNDATIONS - WHAT WORKS CENTRE FOR CHILDREN AND FAMILIES

England & Wales · Charity number 1188350

Details

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|----------------|--|
| Other names | WHAT WORKS FOR CHILDREN'S SOCIAL CARE, WHAT WORKS FOR EARLY INTERVENTION AND CHILDREN'S SOCIAL CARE, FOUNDATIONS - WHAT WORKS CENTRE FOR CHILDREN AND FAMILIES |
| Status | Registered |
| Legal form | Charitable company |
| Company number | 12136703 |
| Registered | 2020-03-04 |
| Register | View on the Charity Commission register |

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Activities

Objects: 1. THE PROMOTION OF EDUCATION AND RESEARCH FOR THE PUBLIC BENEFIT INCLUDING, BUT NOT LIMITED TO BY RESEARCHING, EVALUATING AND DISSEMINATING PRACTICE, POLICIES, RESOURCES, AND PROGRAMMES INTENDED TO PROMOTE BEST PRACTICE AND BETTER OUTCOMES IN THE CARE OF CHILDREN AND YOUNG PEOPLE ACROSS THE UK AND BEYOND;2. FOR THE PUBLIC BENEFIT TO ADVANCE ANY OTHER PURPOSES RECOGNISED AS CHARITABLE IN ENGLAND AND WALES BY SUCH MEANS AS THE TRUSTEES THINK FIT INCLUDING, BUT NOT LIMITED TO, THE PROVISION OF GRANT FUNDING TO INDIVIDUALS, COMMUNITIES AND OTHER GROUPS WORKING IN THE SECTOR OF CHILDREN'S SOCIAL CARE.

Activities: What Works for Children's Social Care seeks better outcomes for children, young people and their families by bringing the best available evidence to practitioners and other decision makers across the

children's social care sector.

Classification

- **How:** Makes Grants To Organisations, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training, Disability
- **Who:** Children/young People, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Throughout England And Wales

Finances

| Period end | Income | Expenditure | Assets | Employees |
|------------|-------------|-------------|------------|-----------|
| 2025-03-31 | £7,245,849 | £7,120,035 | £2,764,479 | 70 |
| 2024-03-31 | £9,477,860 | £9,457,499 | £2,638,665 | 74 |
| 2023-03-31 | £12,988,149 | £12,983,409 | £2,618,304 | 84 |
| 2022-03-31 | £17,764,111 | £17,408,827 | £918,791 | 43 |
| 2021-03-31 | £13,236,275 | £12,746,256 | £563,507 | 36 |

Trustees

| Name | Role | Appointed |
|----------------------------------|-------|------------|
| Sam White | Chair | 2024-10-07 |
| Baroness Hilary Armstrong | | 2024-11-20 |
| Kelly Beaver MBE | | 2022-12-15 |
| Krupesh Vinodkumar Patel | | 2025-10-16 |
| Martin Birch | | 2025-10-16 |
| Professor Nicholas Robin Pearce | | 2022-12-15 |
| Professor Paul Gulab Ramchandani | | 2022-12-15 |
| Rashida Akhtar Baig MBE | | 2025-10-16 |
| Reshard Sheik Mahmud Auladin | | 2022-12-15 |

Accounts

REPORT AND FINANCIAL STATEMENTS

For the year ended 31 March 2025

Company number: 12136703

Charity number: 1188350

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Trustees' Report

For the year ended 31 March 2025

The trustees, who are also directors of Foundations – What Works Centre for Children & Families (hereafter Foundations) for the purposes of company law, present their report and the audited financial statements for the year ended 31 March 2025. The financial statements comply with the current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice (SORP) – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Background

Foundations was established through a merger between the Early Intervention Foundation (EIF) and What Works for Children's Social Care (WWCSC) during the 2022/23 financial year. The EIF was established as an independent charity in 2012 to champion early intervention to improve outcomes for vulnerable children, followed in 2019 by WWCSC, whose remit was to provide a rigorous evidence base supporting good practice in children's social care. Both organisations were part of the What Works Network and shared the objective of improving policy making and practice through the use of evidence and both were largely funded by the Department for Education (DfE).

Vision and mission

Our **vision** is that vulnerable children have the foundational relationships they need to thrive in life.

Our **mission** is generating and championing actionable evidence that improves services to support family relationships.

Objectives

The Articles of Association of Foundations state that the charity exists for:

1. The promotion of education and research for the public benefit including, but not limited to, researching, evaluating and disseminating practice, policies, resources, and programmes intended to promote best practice and better outcomes in the care of children and young people across the UK and beyond.
2. For the public benefit to advance any other purposes recognised as charitable in England and Wales by such means as the trustees think fit including, but not limited to, the provision of grant funding to individuals, communities and other groups working in the sector of children's social care.

Public benefit

In shaping our objectives and planning our activities for the year, the Trustees have given consideration to the duties set out in section 17 (5) of the Charities Act 2011 to have due regard to public benefit and to the Charity Commission Guidance on public benefit, including their guidance in PB2 (Public Benefit: Running a Charity). In particular, the Trustees have considered how the planned activities will contribute to the overall aims and objectives that they have set.

The Trustees believe that the sections specifically on 'Objectives' and 'Our impact' in this report relate in detail the benefit that the charity provides to the public.

Our five priority areas

Our [Strategy – Building the Foundations](#) (2023-2027) sets out how we are prioritising a few major themes, with an eye always on generating actionable findings that can shape and improve services. Our strategy means that we are making long term investments to find out what works in these fields rather than spread ourselves across many areas – we are opting for depth over breadth.

We have five priority areas that were selected using criteria including the scale of the problem, the level of policy interest, the maturity of the current evidence base and the potential for achieving impact.

They are reviewed regularly to ensure we are tackling the most important issues that improve the family environment to achieve positive outcomes for vulnerable children.

- **Supporting Parenting** – Understanding and driving use of the best approaches to support parents and parenting in families where children are at risk of poor outcomes, including those with the most significant family level risk factors (e.g., parental mental health, parental substance abuse, parental conflict, neglect, low parenting capability/capacity etc.) to improve child outcomes within the family
- **Strengthening Family Networks** – Understanding and driving use of how best to ensure that children who are experiencing risk at home can either live safely in their family environment or as close to a family environment as possible, and where alternative care is required, how to support those carers and how to return children home safely.
- **Domestic Abuse** – Understanding the interventions that improve outcomes for children who are in families at risk of or experiencing domestic abuse and using this to influence national policy.
- **Relationships for Care Experienced Children** – Understanding and driving use of how to build relationships for children in care (and care leavers), to ensure that they are able to navigate the world successfully and prevent the cycles of intergenerational care.
- **Service and Practice Models** – Understanding the effectiveness of different ways of organising the multiple agencies that work together to help support a child and their family, and driving take-up of the most effective approaches.

Each area has its own set of impact goals and a portfolio of work, which are set out below. Additional areas of work are described in the **Practice guides** and **Cross-cutting work** sections that follow.

Child outcomes

We are working with national policymakers and local system leaders to translate evidence into solutions for effective family support services and bring evidence and rigour to critical interventions in the lives of children facing risks in the family environment. To achieve this, we are working to improve the following child outcomes:¹

- Children and young people are supported by their family to develop and thrive
- Children and young people are safe in their homes²
- Children, young people, and families stay together as much as is safely possible
- Children in care and care leavers have stable, loving relationships.

Improving child outcomes is our ultimate focus but it is not always be feasible to influence these directly through our work, given the multiple factors impacting on them. We have therefore included the long-term impact goals we are seeking to achieve, and our progress towards these, within our five priority areas.

Our impact

We have set ambitious long-term goals in each of our priority areas and have already made significant progress towards these. Notable achievements in 2024/25 include:

- **Kinship care** is any situation where a child is being raised in the care of a friend or family member who is not their birth parent. Foundations' [Kinship Practice Guide](#), the equivalent of [NICE guidance](#) for the children's social care sector, brings together the strongest evidence on how to achieve positive outcomes for children in kinship care. In the [Kinship statutory guidance](#) published in October 2024, government recommended that local authorities base their support for kinship carers on the evidence of what works set out in the Practice Guide.
- **Family Group Conferences** allow an extended family and close family friends to come together to make a plan to respond to concerns about a child's safety and wellbeing. Foundations' randomised controlled trial (RCT) rigorously tested the model and found it to be effective at keeping children out of care (with 2000 fewer children going into care per year) and that it created a saving of over £150 million. In November 2024, based on the evidence of this trial, [government mandated](#) local authorities to offer family group decision-

¹ These outcomes mirror those in the government's new National Children's Social Care Framework

² The National Social Care Framework outcome is "children and young people are safe in and outside their homes". As per our strategy, we are focusing on the family environment and have therefore chosen not to look at extra-familial harm.

making when children's services are thinking about starting care proceedings in the family court, giving parents the legal right to be involved in planning and decision making at this critical point. This was backed by funding for local authorities to deliver it.

- Foundations' evaluation of the £6.5m programme that placed **Social Workers in Schools** found no evidence of a positive impact on reducing rates of child protection enquiries. This outcome, the economic assessment that the model was not cost-effective, and Foundations' recommendation not to continue the programme, led to the DfE's decision to stop funding local authorities to deliver this model. This was [cited by the Chancellor](#) in December 2024 as an example of how evaluations can identify poor value for money spend.

Our progress towards the overarching impact goals in each priority area are set out below, along with a summary of our plans for the next financial year.

Supporting parenting

By 2028, our overarching, long-term impact goal is to see:

A significant increase in the availability of evidence-based parenting support

Parenting Practice Guides

Evidence-based parenting support is one of the most effective ways of supporting families to provide stable, and supportive environments for children. In 2024/25 we published a ground-breaking systematic review on parenting interventions for families with multiple and complex needs of pre-adolescent children (age 0–10). This work underpins the second national Practice Guide in our series, Parenting Through Adversity (0–10), launched in February 2025 and commissioned by the DfE to support implementation of the Children's Social Care National Framework. Aimed at local leaders and practitioners, the guide offers evidence-based guidance on how to plan and deliver parenting support for families experiencing adversity, including poverty, poor mental health, and domestic abuse.

The evidence shows that structured parenting support significantly improves child behaviour, strengthens parenting skills, and reduces parental stress – even among parents with ongoing mental health challenges. Based on this, the Guide makes practical recommendations for embedding parenting interventions within local family help and edge-of-care services.

We have also recently completed an evidence review on parenting interventions to support parents and carers of disabled children and young people, carried out by researchers at the Anna Freud Centre and University College London. Alongside this, a second systematic review, focused on parenting interventions for families of adolescent-aged children (age 11–19) with multiple and complex needs, is progressing on schedule, led by Liverpool John Moore's University. Both reviews will inform future Parenting Practice Guides designed to help senior leaders and commissioners make evidence-informed decisions.

We are pleased with the progress we have made in ensuring the sector has access to the best available evidence, enabling leaders and practitioners are able to scale up parenting interventions that we can confidently say have proven positive impacts on families.

Changemakers

Following its launch in 2023, our Changemakers programme was well underway in 2024/25. The programme which we have commissioned with the Youth Endowment Fund, as part of the Family Hub approach, seeks to fund and develop local evidence leadership to overcome the implementation barriers that prevent evidence-based practices becoming embedded locally.

In 2024/25, the four Changemakers local areas – Merton, Stockport, York, and Wirral – successfully recruited Local Evidence Leaders (LELs), who have been driving delivery against local project plans. This has included developing local Theories of Change, creating implementation blueprints, commissioning evidence-based interventions, and beginning practitioner training. The first groups for parents are starting delivery this quarter. Local areas are also developing their data collection and evaluation plans, using ongoing ‘tests of change’ to refine delivery. LELs are playing a key role in championing evidence use within their partnerships, including convening stakeholder workshops and facilitating local evidence reviews. We have commissioned Cordis Bright as our external evaluator, and both the Intervention and Evaluation Protocols have been published.

In 2025/26, the focus will shift to the delivery of interventions, with local areas expected to demonstrate continued leadership, adapt implementation strategies as needed, and conduct further small-scale tests of change. LELs will continue to meet monthly for peer learning and quarterly shared learning events, and will work together to test an implementation framework led by York. Foundations will continue to share learning from Changemakers through external events and partnerships. Evaluation activities led by Cordis Bright are underway, with fieldwork starting in April, cross-area workshops planned for June, and an interim findings report expected in November 2025.

ISAFE

In addition to expanding the availability of evidence-based support, we continued our work to fill gaps in the evidence base, such as understanding the most effective ways to support fathers in families where there are safeguarding concerns. In 2024, we concluded an RCT of ISAFE (Improving Safeguarding through Audited Father-Engagement), a training and development programme for social workers designed to strengthen skills and practice in engaging fathers. Developed by The Fatherhood Institute in partnership with CASCADE at Cardiff University, and evaluated by Ipsos UK, the trial involved 63 teams across seven local authorities in England. The evaluation found that ISAFE significantly improved participants’ self-reported confidence and competence in engaging fathers, and positively shifted perceptions of organisational practices around father engagement. While the effects were statistically significant, they were modest in size. The final evaluation report will be published in June 2025.

Southwark Fathers

In 2024/25, the Anna Freud Centre completed a feasibility study of the Southwark Fathers Group, a group-based intervention developed by the London Borough of Southwark to support fathers of children with a social worker. The programme, designed for use in early help and child protection, aims to strengthen father-child relationships and improve outcomes for children.

Work carried out in 2024 involved full data collection, analysis and reporting, and the final report is currently under review, with publication expected in June 2025. The findings indicate that a larger trial is feasible, though future delivery would benefit from standardised materials, improved facilitator training, and stronger recruitment and retention strategies. The study also recommended expanding session availability, outreach, and practical support for participants.

More broadly, the evaluation reinforces the case for father-specific parenting interventions and calls for greater efforts by children's social care services to actively involve fathers in care planning.

Strengthening family networks

By 2028, our overarching, long-term impact goals are to see that:

All eligible families have access to a Family Group Conference before they go to court.

The evidence base on how best to support kinship carers is strengthened by findings from at least one high quality impact study.

Family Group Conferencing

In June 2023, we published the findings of the first large-scale RCT on Family Group Conferencing (FGC) at the pre-proceedings stage in England. The evaluation found FGCs to be cost effective, with children in referred families significantly less likely to enter care. Throughout 2024/25 we worked closely with the DfE to ensure these findings informed policy and supported the rollout of FGCs across England. As a result of this collaboration, in November 2024, [government mandated](#) that local authorities offer family group decision-making (of which FGC is one model) when children's services are considering starting care proceedings in the family court. This legislation gives parents the legal right to be involved in planning and decision-making at this critical stage, aiming to provide safe opportunities for children to remain in kinship care within their family network or trusted community members, rather than entering the care system. To support implementation, the DfE will allocate funding to local authorities in 2025/26 and publish guidance to accompany the rollout.

To further support this policy development, we launched a qualitative research project focused on understanding families' experiences of being offered and receiving FGCs, with a particular emphasis on the perspectives of minoritised ethnic groups. This research addresses a known gap in the evidence base and aims to generate insights into how to increase referral and take-up rates.

In October 2024, we commissioned Coram, in partnership with Family Rights Group (FRG) and Lorna Stabler from Cardiff University, to explore how FGCs are offered and taken up at the pre-proceedings stage. The study focuses on the experiences of minoritised families and the factors that influence their decisions to accept or decline an FGC. We were pleased that, given the government mandate on family group decision-making, this project presents a timely opportunity to achieve the following key aims:

- To understand the organisational and service context that influences how, when, and by whom FGCs are offered at pre-proceedings stage.
- To understand the intersectional barriers and enablers that impact families being offered and/or accepting an FGC.
- To understand the families' experiences in being offered and undergoing an FGC at pre-proceedings stage.
- To co-produce practical, evidence-based solutions to help local authorities improve equity, access, and take-up of FGCs, both at pre-proceedings and earlier stages of intervention.

The research includes engagement with FRG's Experts by Experience Advisory Group, in-depth site visits to six local authorities, interviews and focus groups with parents and carers, interviews with local authority staff and sector experts, and analysis of routinely collected data. A national survey of local authorities is also being conducted to map current FGC provision, building on learning from the FGC Data Monitoring project previously commissioned by Foundations.

The findings of this study will be shared in an accessible report and a short practice brief for local authorities, both scheduled for publication in September 2025.

Kinship Care

We continue to have considerable influence on policy relating to kinship care and have made strides towards having a stronger evidence base on interventions to support kinship carers.

Back in 2023, we published findings from a national survey mapping the support available to kinship carers in England. The survey highlighted considerable variation in the support offered, both between local areas and within them depending on the type of kinship carer. Building on this work, in 2024 we published a systematic review of the evidence on interventions that support kinship carers and the children they care for.

This systematic review underpinned the development of Foundations' first [Practice Guide on Kinship Care](#) which was published in October 2024. The Practice Guide relates to Outcome 2 of the Children's Social Care National Framework: Children and Young People are supported by their family network. It summarises three key principles which ensure that accessible, acceptable and effective interventions can be delivered as well as six key recommendations which are the best evidenced interventions for improving outcomes amongst kinship carers and children and young people in kinship care. In the [Kinship statutory guidance](#), also published in October 2024, government recommended that local authorities base their support for kinship carers on the evidence of what works set out in the Practice Guide.

Previous work with the team preparing the National Kinship Care Strategy resulted in a commitment to roll out funding to provide expanded financial allowances for kinship carers in up to 10 local areas, as well as funding from the DfE to evaluate this pilot. The pilot project is an excellent opportunity to build the evidence base in an area that has strong government support but where we know practice is poorly defined, variable and unevaluated. In the spring 2025, we appointed Alma Economics to support the preparation of a full-scale evaluation of the Kinship Financial Allowances Pilot. Development of the pilot's Theory of Change is underway, with the view to articulate the specific impact of the pilot on kinship carers and children in their care. This work will serve to support the launch the pilot evaluation at pace in the autumn 2025. Foundations is working closely with colleagues at the DfE to prepare the recruitment of local authorities in England that are willing and eager to improve their kinship local offer.

In parallel, our feasibility study of specialist mediation for kinship care families and mediation training for professionals, with Family Solutions and Coram, will soon be finalised. This study, which involved biological parents, kinship carers, referring professionals and delivery teams, took place between September 2023 and April 2025. The research focused on the effectiveness of mediation in resolving disputes among kinship families, and whether there is potential for impact and scalability of this intervention. Once the final report has been reviewed, Foundations will decide whether the findings are sufficiently promising to advance the intervention further along the evaluation pipeline, possibly to a pilot RCT.

Domestic abuse

By 2028, our overarching, long-term impact goals are to see:

The identification of at least one intervention that works to support children affected by domestic abuse.

A wider programme of evaluation with an additional 5 “best bets” being evaluated for impact.

Over the last year, we continued to raise the profile of the scale and impact of domestic abuse on children, and, crucially, of the lack of evidence on what works to support those affected. We have made huge progress with our programme of evaluation of domestic abuse services. In summary, we have funded:

- A feasibility study of [Restart](#), a domestic abuse perpetrator programme delivered by the Drive partnership. The feasibility study focuses on understanding implementation and exploring the potential for a future impact evaluation. It will conclude in late summer 2025.
- Adaptation of the US [Fathers for Change](#) perpetrator programme for the UK context, followed by a decision to fund a feasibility study which will consider implementation and opportunities for future impact evaluation, and will conclude in the summer of 2026.
- An evaluation of [For Baby's Sake](#) – a whole-family, therapeutic intervention working with both parents from pregnancy up until the baby's second birthday. In the light of recruitment challenges, we ended the initial pilot impact study and are instead running a

test and learn project which will conclude in late summer 2026 and which will consider how best to approach a future impact evaluation.

- A pilot impact evaluation of Victim Support’s intervention [WeMatter](#) – a video-based group programme designed to support children and young people who have been victims of domestic abuse. The pilot evaluation will conclude in the summer of 2025.
- A pilot impact evaluation of [Bounce Back 4 Kids](#), a therapeutic group trauma-recovery programme developed by PACT. The findings are due in the summer of 2025.
- A piece of work to refine and strengthen [Breaking the Cycle’s](#) theory of change. Breaking the Cycle is a structured counselling service for child victims of domestic abuse, run by Action for Children. We decided in January 2025 not to proceed to a feasibility study.

We have also commissioned an academic consortium to develop and operationalise outcome measures for domestic abuse interventions and evaluation.

In May 2024 we published our [REACH plan](#), arguing for a large investment in a more ambitious domestic abuse evaluation programme. The REACH (Researching Effective Approaches for Children) plan argued that it was a major problem that we were not able to say with confidence what worked to support children affected by domestic abuse, or to prevent domestic abuse in the first place. There had been no robust UK impact evaluations which considered the impact of services on children’s outcomes.

Our work has put the need for impact evaluation in this space firmly on the national agenda. We continue to offer policy input, showing what is possible in evaluating domestic abuse services through our current evaluation programme, and seeking to ensure that the funding allocated to evaluation of domestic abuse services in the Spending Review is informed by our approach to evaluation.

In 2025/26, we will continue with our current programme of evaluation, and make decisions about progression of each of our funded projects at the appropriate time. We may expand our programme to one or two additional evaluations, where there are co-funding opportunities and where these projects are strategically aligned to our goals.

In the run-up to the Spending Review, we are maintaining our relationships with departmental teams (Home Office, Ministry of Justice, Ministry of Housing, Communities and Local Government and DfE) and continuing to seek opportunities to ensure that funding decisions are informed by evidence and that there is sufficient investment in evaluation. We will continue to seek to influence the VAWG (violence against women and girls) strategy and particularly the evaluation plans.

Relationships for care experienced children

By 2028, our overarching, long-term impact goals are to see:

The identification of at least one intervention that works to support relationships for children with care experience.

Valid and reliable data on care leaver wellbeing being collected nationally in England, serving as a call to action for policy makers.

Mentoring & Befriending

In April 2025 we published of the third in a series of national Practice Guides commissioned by the DfE and produced by Foundations. The Practice Guide on [Mentoring & Befriending](#) provides important new evidence about the benefits that proven mentoring and befriending programmes can have for care-experienced children and young people. The Guide draws on powerful new evidence from a systematic review, conducted by Liverpool John Moores University, and was developed with a group of expert advisors to ensure that the key principles and recommendations were palatable to the sector.

The Practice Guide has been widely disseminated across government and the children's, youth justice and youth employment sectors, and was presented at a parliamentary launch to promote further engagement with the Guide, particularly among parliamentarians. We will work with a small group of local authorities to implement the recommendations in the Guide and support them to bridge the gap between evidence and practice. We are also exploring whether there is appetite to update statutory guidance on independent visiting with the latest available evidence.

Wellbeing outcomes

As part of our work to strengthen the case for improved national monitoring of care leavers' wellbeing, we have commissioned the development of an organisational Outcomes Framework and Measures Database (see **Cross-cutting work**). This work will help us clearly define the outcomes we aim to improve, with care leavers' wellbeing identified as a key priority. The resulting framework will also inform the development of the DfE's Children's Social Care Dashboard.

Service and practice models

By 2028, our overarching, long-term impact goal is to see:

The identification of at least one multi agency/whole system model that works to improve child outcomes.

Multi-Agency Safeguarding Hubs (MASH)

The research teams at University College London (UCL) and Newcastle University have completed the Implementation and Process Evaluation (IPE) of MASH and other similar multi-agency integrated front-door services within children's social care. This evaluation aimed to understand and explain how and why MASH contribute to better outcomes for children, young people and their families.

The final report is currently under review and will be published in June 2025. The project timeline and budget have been extended into 2025/26 to support the publication of the report and enable

policy engagement with the DfE and other key stakeholders. As part of this next phase, a series of workshops will be held for DfE colleagues and relevant government stakeholders to explore the findings and support their application to wider children's social care reforms, including the Children's Wellbeing and Schools Bill.

Strengthening Families, Protecting Children (SFPC)

Our long-term Strengthening Families, Protecting Children (SFPC) evaluation continues to assess the impact and implementation of three promising practice models in children's social care: Family Safeguarding, Family Valued, and No Wrong Door.

In 2024/25, we completed data collection and focused on analysing outcomes for the Family Safeguarding and No Wrong Door trials. In 2025/26, we are drafting findings and working with experts to review the quality and robustness of our analyses. To complement the RCTs, we will begin additional quasi-experimental research in summer 2025 – including new analyses for Family Valued – and expect to receive a cost-benefit report on No Wrong Door from Tavistock during the year.

We are continuing to engage with the DfE and local authority leaders to reflect on early insights. Final reports for all three evaluations will be published in 2026/27 and are intended to inform government's ongoing reform of children's social care.

Practice Guides

We were originally commissioned by the DfE to produce four to six Practice Guides in the two years from 2023/24 to 2024/25 on topics where there is sufficient high-quality evidence available to develop recommendations for those leading local services. This work programme has been extended for the longer-term.

This involves:

- **Scoping:** We conduct rapid evidence scoping reviews, in consultation with the National Practice Group, to inform which topics have sufficient evidence for a systematic review to be commissioned.
- **Systematic Reviews:** Synthesising the best available evidence on a number of topics – each guide will be based on a rigorous systematic review to understand what works for whom and under what circumstances. These also include qualitative evidence synthesis of lived experience needs and preferences when using services.
- **Producing evidence-based guidelines with sector input:** We have developed and fine-tuned a process for turning evidence into actionable recommendations working with partners, academics, local leaders, commissioners and people with lived experience.
- **Implementation:** We work with Local Authorities, the DfE and the sector to promote and support the use of Practice Guide recommendations.

In 2024, we published our first Practice Guide and associated systematic review on [Kinship Care](#). In addition, we launched a project to support eleven local authorities to implement the recommendations in the Practice Guide.

In early 2025, we have subsequently published two further Practice Guides (plus associated systematic reviews) on [Parenting Through Adversity \(0-10s\)](#) and on [Mentoring & Befriending](#) for care-experienced children and young people, and those at-risk of entering care. We have developed an upcoming pilot in five local areas on the ‘common elements’ of evidence-based parenting interventions for families with multiple and complex needs with children aged 0-10, building from the Practice Guide and systematic review.

We have also progressed and commissioned systematic reviews (which will underpin future Practice Guides) on:

- Parenting interventions for parents and carers of children with disabilities, or with severe mental illness
- Parenting interventions with families with multiple and complex needs with children and young people aged 11-19
- Interventions for adoptive and foster carers and parents
- Reunification
- Displaced children and young people

In 2025/26, we will be publishing Practice Guides and associated systematic reviews on:

- Parenting interventions for parents and carers of children with disabilities, or with severe mental illness (June 2025)
- Parenting interventions with families with multiple and complex needs with children and young people aged 11-19 (October 2025)
- Interventions for adoptive and foster carers and parents (February 2026)

The systematic reviews on reunification and displaced children and young people will be progressed, leading to Practice Guides in 2026/27.

New systematic reviews (which will lead to later Practice Guides) have been approved by the DfE for commissioning in 2025/26 on:

- Child sexual abuse – support for CYP victim-survivors
- Child sexual abuse – prevention with CYP and families
- Educational outcomes for CYP supported by a social worker.

We will also conduct further evidence scoping reviews to identify further future topics for systematic reviews and Practice Guides.

Cross-cutting work

We have a number of projects that cut across our priority areas. These projects aim to develop capacity and standards in the sector and enhance the impact of our work.

Foundations' Guidebook

Through extensive user testing and stakeholder engagement through 2023 and 2024, our team reviewed the content, functionality, and layout of the former EIF Guidebook. We made the decision to build a new Foundations' Guidebook website which launched in May 2025, with refreshed branding, enhanced content, and improved web functionality. The new Guidebook sits alongside our Practice Guides under the umbrella of the Foundations Toolkit: a comprehensive resource that brings together evidence on individual programmes and broader guidance on effective approaches for specific populations, with a focus on helping practitioners put evidence into action. We have updated the evidence summaries for all 139 intervention programmes (underpinned by more than 250 studies).

Over the next year, we will strengthen the Guidebook by developing and publishing new evidence standards, aligned with prevention science and other clearinghouses, to define what qualifies as robust evidence for intervention effectiveness. A new critical appraisal tool will be piloted to support this, including its use in a commissioned systematic review.

We will also update criteria for evidence ratings, publish a revised Guidebook Process Handbook, and implement our EDIE (equality, diversity, inclusion, and equity) plan to embed these principles throughout. Two small-scale assessment rounds will be carried out to review new or updated interventions.

Building on feedback, we will continue to improve and expand the content and functionality of the new Guidebook website.

Evidence Standards

We are working to define our evidence standards for the benefit of our work across the organisation including synthesis and evaluation. This will also inform how we share messages about research with our audiences. We have engaged in discussions with colleagues and with a working group from the Evidence and Evaluation Advisory Panel on the desirability and feasibility of developing and adopting a single set of organisational standards for a robust efficacy study. We have agreed to pursue this goal, and work has started to operationalise Cochrane's *Risk of Bias 2* tool for the early intervention and children's social care sector, so that it has the potential to be used across the Guidebook and Practice Guides within Foundations' Toolkit.

Outcomes Framework

We have commissioned work to develop an organisational Outcomes Framework and Measures Database to identify establish the outcomes we are aiming to improve. This work will initially focus on identifying a set of outcomes and related measures that will be useful for assessing care-experienced children and young people's wellbeing through:

- Stakeholder engagement
- A desk review of the literature to develop a working definition of care-experienced children and young peoples' wellbeing as a concept, and identification of suitable measures

- COSMIN (Consensus-based Standards for the selection of health Measurement Instruments) appraisal of each measure.

Experts by Experience Panel

Following an open recruitment process, we established our Experts by Experience Panel in November 2024. The panel brings together 16 members from across England: 11 young people (aged 16-23) and five parents and carers (aged 30-60), each with a wealth of lived experience of a range of family services. For young people, this includes experience of being in care or involvement with Early Help, Child in Need and Child Protection plans. The parents and carers, who include birth parents, kinship carers, foster carers, adopters, bring perspectives shaped by engagement with a range of services from early intervention onwards.

The purpose of the panel is to act as a critical friend to Foundations to ensure that what we do and say achieves our intended impact, guided by the unique insight of their lived experience of the services and systems we seek to influence.

Since November 2024, we have run four induction sessions with the panel. These focused on relationship building and offering an accessible introduction to Foundations' strategy and our aspirations for embedding lived experience into our work. The panel now meets online on a monthly basis, and will take up additional opportunities to contribute to Foundations' work according to their areas of interest. We are seeing this first year of the panel's existence as a learning year and are seeking ongoing feedback from the panel and our teams on how we might need to adapt ways of working with our panel in future.

Evidence into Practice offer

We are developing plans for how we will support Local Authorities to use the evidence about what has been shown to improve children's outcomes by providing structured and practical assistance at national, regional, and local levels.

Our new 'Evidence into Practice' offer for 2025/26 will provide a structured approach to embedding evidence into local services. We will support local areas in the stages of implementing evidence-based practices within the wider system of support for the Families First transformation agenda. This will help them create the right conditions for effective practice, drive reforms forward, apply the best available evidence to improve outcomes, and stay up-to-date with emerging research.

We have designed a tiered approach that will fit with the Families First transformation activity. We will develop this offer with an initial group of three local areas to ensure we are responsive to their needs and feedback while supporting and challenging them to be ambitious for families and the workforce.

Key elements of our offer are:

- **Trusted relationships & two-way knowledge exchange** – We will work closely with local leaders, ensuring that their insights inform our work, while helping them access and implement recommendations.
- **National reach and local impact** – A clear ‘offer’ for all Local Authorities, with more intensive support for a set of partner areas which will generate learning that can be shared nationally.
- **Developing what works ambassadors** – Establish key individuals and areas that advocate for using What Works evidence in their services and practice.
- **Measurable change** – This initiative will contribute to our goal of a 25% increase in the use of Foundations’ evidence by Directors of Children’s Services, ensuring that evidence is not only available but actively shaping decisions and service delivery.

Irish Guidebook

We have completed programme assessment of seven programmes for the Irish Evidence Hub. Three intervention programmes meet our criteria for inclusion onto the Evidence Hub, including Parents Plus, Triple P Seminars and Big Brother Big Sister. These intervention programmes were also added to the EIF Guidebook and will be uploaded onto the new Foundations Guidebook. We will deliver four workshops to important stakeholders in the Republic of Ireland in 2025/26.

Ad hoc advice and support for the DfE

We provided a range of ad advice and work for the DfE as needed. This included:

- Advice to support the development of the Spending Review bids related to parenting and family help
- Work to develop DfE’s Family First Partnership Programme Guidance and supporting documents, including supporting the drafting of sections on the importance and role of evidence based interventions
- Following the Foundations’ RCT on FGC at pre-proceedings stage published in 2023, continuing to advise on the rollout of Family Group Decision Making
- Advising on the kinship allowances pilot to ensure the policy is evaluable and achieves its intended outcomes for children in kinship care and their carers.

Open QED call

In April 2025, we launched an open call for partners to apply to conduct Quasi-Experimental Impact Evaluations (QED) in our priority areas and on our outcomes of interest. We aim to fund up to five robust impact evaluations on a range of topics of interest to Foundations as well as our policy and practice audiences. We will also provide a small budget for funded partners to conduct an implementation and process evaluation to explore how, why, for whom and in what context interventions work. We anticipate that projects will report in 2027.

Evidence & Evaluation Advisory Panel

We were supported by our Evidence and Evaluation Advisory Panel (EEAP) throughout the year with:

- Our EDIE and evidence generation strategy
- Evidence standards for Practice Guides and the Guidebook

Our EEAP challenges us to uphold high methodological standards and provides expertise to enable us to implement these standards.

Building evaluation infrastructure

- Research Community Catalyst: we are in the second year of our ‘Research Community Catalyst’, which is co-funded with Administrative Data Research UK (ADR UK). This work is funding a consortium of leading academics and data users in England, including the University of Cardiff, Lancaster, Sussex and UCL. The work has three aims:
 1. To grow a community of data users concerned with outcomes for children at risk of poor outcomes
 2. To develop the capacity and capabilities of data users and new data users
 3. To provide strategic direction on data for children at risk of poor outcomes

The team has conducted a systematic review of research using administrative data, highlighting important learning as well as critical gaps. The team also conducted some stakeholder engagement to determine key priorities. Triangulating this with the systematic review, the team have drafted a strategy for research on children at risk of poor outcomes, which uses administrative data.

- PhD Programme: we are in the final year of funding two PhDs at UCL, the programme was focused on evaluation of children’s social care. One is on Virtual Schools, one is on MASH. The work on MASH is of significant interest to the DfE; we supplemented this with an implementation and process evaluation of MASH, conducted by the same UCL team; this is due for publication in May 2025.

Publications

Foundations released 19 publications in the 2024/25 financial year, including tools, case studies, and systematic reviews. These publications are linked below:

- [The REACH Plan](#)
- [Embedding Reducing Parental Conflict within the police service in North Somerset](#)
- [Working with Family Hubs and schools in Bradford](#)
- [Evaluating Reducing Parental Conflict training in Sheffield](#)
- [Evaluating the Parenting When Separated Programme in Hertfordshire](#)

- [Working with practitioners and communities in Ealing to improve Reducing Parental Conflict support](#)
- [Enablers for involving children and families in Reducing Parental Conflict service planning](#)
- [Capturing the voice of the child in Devon's Reducing Parental Conflict programme](#)
- [Developing a measurement pathway for Dorset's Reducing Parental Conflict Programme](#)
- [Evaluating Reducing Parental Conflict training in Essex](#)
- [What interventions improve outcomes for kinship carers & children in their care](#)
- [Kinship Care Practice Guide](#)
- [Use of evidence-based tools and guidance in service design and commissioning](#)
- [Involving families in Reducing Parental Conflict service planning](#)
- [Interventions for parents experiencing multiple and complex needs \(x2 systematic reviews\)](#)
- [Parenting Through Adversity Practice Guide \(0-10\)](#)
- [Exploring local authority data and monitoring of Family Group Conferences](#)
- [Understanding police involvement in responding to conflict between parents](#)

Foundations' organisational development

A significant milestone for Foundations came in November 2024, when we moved into our own office space on Caxton Street, Westminster, following the end of the Evidence Quarter's shared tenancy and the closure of its co-working space. While all member organisations relocated, we continue to collaborate and support one another, as like-minded organisations committed to the use of evidence.

People

In June 2024, we ran an externally facilitated all-staff survey to better understand job satisfaction and wellbeing, achieving an excellent 90% response rate. We were encouraged by a 72% positive engagement score, in line with the sector benchmark. Staff highlighted a strong, supportive culture, personal alignment with the organisation's mission, and satisfaction with the new pay framework.

Analysis of the responses identified three key areas for action: clearer support around learning and development, a renewed commitment to EDIE, and a shared understanding the organisation's expectations around high-performance. In response, over the course of the year, we delivered a programme of cross-organisational Learning and Development days covering anti-racism, different functions of the multi-disciplinary organisation, priority areas, our model for feedback and excellent line management. This approach has proven effective and will continue into next year, alongside targeted training where needed.

We remain committed to being a high-performance organisation. Our system of quarterly Objectives and Key Results (OKRs) at both organisational and individual levels continues to drive clarity and ambition.

Following a review of the Operations Team, we implemented a plan to reduce the size of the back-office team and realise further merger efficiencies. Additionally, we prepared to streamline functions by forming two new unified teams – the Practice Development Team and the Evidence Synthesis Team. This means we have moved out of our phase of post-merger organisational development and have the optimal team size and structure for an impactful organisation that represents high public value.

Equality, Diversity, Inclusion and Equity

This year, Foundations made a commitment to become an anti-racist organisation. In doing so, we want to be a great place to work where our people feel a sense of belonging and we want to be a leader in the sector, using evidence to shine a light on racial disparities and finding out what works for racially minoritised children.

In our [Strategy](#) (published in 2023) we identified that there are substantial racial disparities in early intervention and children’s social care that cannot be explained by deprivation alone. Differences in representation of racially and ethnically minoritised groups are present across the children’s social care system. These differences indicate that some groups don’t receive the support they need, resulting in poorer outcomes, while others are more likely to have a higher level of intervention. Knowing about these disparities isn’t enough, we believe we have a role in leading change that requires us to be actively anti-racist.

Whilst we maintain a broad commitment to equality, diversity, inclusion and equity (EDIE), the evidence about how racial disparities affect children experiencing vulnerabilities has led us to make anti-racism a priority over the next three years. Our anti-racism work adopts an intersectional lens and seeks to understand how racial inequalities interact with other protected characteristics and the impact of this.

Our anti-racism journey has started internally this year, with an all staff away day on anti-racism, followed by a series of awareness events (Black History Month and Race Equity Week) and learning and development events (lunch and learns and workshops), aimed at improving racial consciousness across the organisation. We also recruited external expertise to support and challenge us on the journey by appointing two Senior Fellows for Race Equity. One fellow is focused on organizational development and the other on the work programme.

We are confident that our efforts to become anti-racist will benefit all minoritised groups by creating a more inclusive culture and teaching us how to have difficult conversations. Our focus on racial disparities is in no way intended to minimise or ignore people’s experiences of other disparities or discrimination.

Evaluation partners

In January 2025, we published the first volume of our new [Evaluation Guidance: How to Evaluate](#). Unlike other guidance documents that focus primarily on quality, Foundations’ guidance addresses the four key constraints in evaluation and how they interact:

- Scope – defines the project’s objectives, key features, and boundaries
- Quality – ensures evaluations meet the expectations of our stakeholders
- Time – emphasises deadlines and efficiency to ensure timely completion
- Cost – keeps financial resources in check

That same month, we held a webinar with our Evaluation Partners to introduce them to the new Guidance.

Our [Evaluation Partners](#) continue to play a pivotal role in our work to build the evidence base around children and families, by designing and running independent evaluations of projects that are supported and funded by Foundations.

Fundraising practice

Foundations does not undertake fundraising from the general public and does not use professional fundraisers or commercial participators and does not consider it necessary to comply with any voluntary code of practice relating to fundraising. The income of the charity is not bound by any regulatory scheme. We have received no complaints in relation to any fundraising activities. As we do not approach individuals for the purpose of raising funds, we do not have specific requirements related to fundraising activities, nor do we consider it necessary to design specific procedures to monitor such activities.

Financial Review

Funding

Foundations is predominantly funded by the DfE with additional, project-specific grant funding received in the year from the Department for Work and Pensions, and the Cabinet Office. Foundations has also carried out grant and contract work for other charitable or governmental organisations. In March 2025, Foundations’ main grant from the DfE was renewed for 2 years. Without this support we would not be able to operate, and we are incredibly grateful for the service contracts and grant funding that has been provided.

Income & expenditure

In the financial year under review income, including grants and trading activities, was £7,245,849 (2024: £9,477,860). This included grants from the Department for Education totalling £5,576,789 (2024: £7,713,308). The reduction in the DfE grant was due to the reprofiling of our external grant funding due to a technical change in how we claim money under the grant, with increased spend in the next financial year. Total expenditure for the year was £7,120,035 (2024: £9,457,499). The reduction in Expenditure was due to a combination of Legacy projects coming to an end, DfE External spend which included the Bay sake refund and the relatively low spend recognised for other areas of strategy is due to the fact that we kicked off a lot of major projects in other areas in the previous year (2023/24), many of which were funded in advance from DfE (Domestic Abuse

projects) and others had heavy initial payments to grantees, which we have not repeated for new projects initiated during 2024/25.

Reserves and going concern

Foundations needs to hold reserves to ensure that it can maintain its operational stability and meet its commitments to staff, suppliers and grantees when they fall due. The charity holds a level of reserves that will provide sufficient resilience against the financial impact of funding delays and to provide a financial cushion should funding be reduced or withdrawn.

The charity aims to hold between £2.3m and £2.8m of free reserves to cover day to day working capital requirements and full mitigation should levels of grant funding reduce significantly or be withdrawn.

As at 31st March 2025, the charity held £2.6m of free reserves, in line with the policy.

The Trustees are not aware of any material uncertainties that impact going concern

Risks and uncertainties

The Board and trustees acknowledge their risk management responsibility - risk management is a key strategic activity for the Board. It is routinely woven into the cycle of Board meetings, committee meetings (in particular the Finance Audit and Risk Committee), senior leadership team meetings and project management.

As part of its ongoing cycle of risk management activities, in May 2024 the Board approved an updated risk management policy. The policy sets out the strategic context of risk management activities in Foundations, the Board's overall responsibilities and its expectations of other people and groups (such as Board committees and the Chief Executive) within the organisation.

The major risks to the charity are documented in a comprehensive risk register and management of these are monitored and reviewed by the Finance Audit and Risk Committee at each Committee meeting and reported to each Board meeting. Risks are considered at a strategic, operational and project level. All identified risks are tracked in a risk register, together with an assessment of their impact and likelihood (against a clear and consistent criterion), a summary of the mitigating actions and the risk owner.

Risks may arise from the environment in which Foundations operates, whilst others may relate to the strengths and weaknesses of the charity at this point in its development. Foundations regularly considers the key risks to which it is exposed and articulates its risk response as appropriate. Project risks are identified within the established project management processes. Foundations' operational and strategic risks are identified primarily through senior leadership team discussions, supplemented by discussions with external advisers and trustees. Some risks are mitigated by holding insurance, which is comprehensive. Insured risks include public and employers' liability, professional indemnity and Trustees' liability. Operational risks are managed by having clear policies and guidance for staff or contractors in the conduct of their work and other internal

controls such as delegations of authorities and systems-based controls. External risks are managed on a case-by-case basis, and those risks which the charity cannot fully mitigate are managed by the charity holding sufficient reserves.

The Finance Audit and Risk Committee has assessed the overall risk management process and the major risks to which Foundations is exposed and is satisfied that systems are established to identify and mitigate the charity's exposure to those risks.

| The risk categories identified with the highest scores (combined impact and likelihood), after risk mitigation strategies have been considered, are as follows: | These risks have been mitigated through the following actions: |
|--|--|
| Inability to secure new long-term funding after the expiry of the current core grant from the Department for Education and / or unreasonable delivery expectations being attached to any new funding. | Ongoing discussions with the Department for Education regarding funding timings and process, together with appropriate reserves and contingency management. |
| Changes in government priorities could result in a reduction in focus on evidence and children's policy making it difficult for us to appropriately influence key decision makers. | Developing relationships with politicians from all major parties and working with officials on long-term thinking to embed a "What Works" approach in policy development. |
| Lack of a credible plan for improving Equality, Diversity, Inclusion and Equity (EDIE) in Foundations' work and within the organisation results in a loss of confidence in the organisation. | A dedicated EDIE action plan to shape our work programme and against which deliverables can be tracked. |
| Lack of influence over short-term policy priorities needed to enable us to deliver complex impact evaluations in partnership with local areas and service providers leads to difficulties in achieving our impact goals. | Regular meetings with senior officials in central government and dedicated resource to influence local level service providers to ensure priorities are aligned and resources dedicated to the highest impact areas. |
| Failure to build a strong reputation and public profile leads to not being seen as a credible, influential voice in the sector and being unable to work with the partners needed to deliver our impact goals. | Increased focus in working with key national and local sector stakeholders in priority areas, clear organisational positions on important topics and targeted work to increase our public profile at relevant events and, as appropriate, in national press. |

Structure, Governance and Management

Foundations – What Works Centre for Children & Families, is a registered charity and a company limited by guarantee, governed by a Memorandum and Articles of Association, updated on 7 December 2022.

Trustees

The board of trustees, who are each legal directors for company law purposes, has ultimate responsibility for Foundations. Trustees are responsible for setting the strategy for Foundations and securing both the public benefit delivered through its outcomes and impact, as well as the sustainability of the charity.

Trustees regularly review the progress of the charity, its funding and the work of its committees.

On 7 October 2024, Foundations' board appointed Sam White as Chair, who was recruited through an external search exercise over the summer of 2024. He replaced, Reshard Auladin OBE who assumed the role of Interim Chair after the resignation of Josh MacAlister OBE as Executive Chair in May 2024.

Trustees are recruited by the Chair, subject to approval by the trustees. Appointed trustees are provided with a background briefing about their responsibilities and the objectives, operations, governance, funding and achievements of the charity. Trustees were enrolled into NSPCC online safeguarding training. In July 2024, trustees completed a self-appraisal process which led to a refreshed induction process and a trustees get-to-know-you event. A board governance training day happened in May 2025 and covered trustee responsibilities, as per the Charity Commission and as company directors.

Foundations considers each of the trustees to be independent in character and judgement and understands that they have no relationships that are likely to affect, or could appear to affect, their judgements with regard to the charity. Declarations of interest are required from new Trustees upon appointment and every meeting of the Board requires that any new interests are declared. No remuneration is provided except for reasonable travel and subsistence costs, with the exception of the former Executive Chair, for whom permission was granted from the Charity Commission to aid the merger process and early stages of the new organisation.

There are four sub-committees of the board, each with specific terms of reference set by the board:

1. **Finance Audit and Risk Committee** reviews the risks, controls and financial management of the charity
2. **Grants Committee** reviews funding rounds and agrees which programmes to fund
3. **Evidence to Impact Committee** reviews the activity of the organisation to ensure it is achieving impact in line with the strategy set
4. **People Committee** reviews the organisation's policies and approach to performance management, pay and reward and HR issues and the Executive Chair's performance.

The trustees are also responsible for the appointment of the Chief Executive, to whom they delegate the day-to-day running of the charity. Dr Jo Casebourne was appointed as CEO of the newly merged Foundations in 2022 and leads a strong and experienced leadership team to drive the new organisation forward.

Foundations is a What Works Centre. This ‘What Works’ status places additional responsibility upon the charity to be independent of government and have a clear and relevant policy focus. In all aspects of work Foundations adheres by these standards, irrespective of the funder. The work undertaken by Foundations clearly fits within the remit of a What Works Centre, by focusing on evidence generation and getting that evidence used in policy and practice.

Staff

Our employees are from a diverse range of backgrounds; drawing together expertise and experience from a number of different fields. Trustees record their appreciation of the efforts of the staff, who have made an enormous contribution to the successes of the organisation during the year.

In 2024-25 the Senior Leadership Team comprised the Chief Executive, Deputy Chief Executive, Director of Evidence, Director of Strategic Planning and Director of Finance. This team meets regularly and is the coordinating group responsible to the Chief Executive for the day-to-day operations of the organisation.

Pay and remuneration

The People Committee reviews the organisation's policies and approach to performance management, pay and reward and HR issues. The Chair reviews the performance and salary of the Chief Executive. The trustees discuss and agree any “cost of living” increases in salaries which are applied to employees, together with the overall framework within which staff pay is set. The setting of all other employees’ salaries is delegated to the Chief Executive and Senior Leadership Team, provided that it is within the agreed framework. Increases in salary are dictated by external benchmarking to ensure Foundations is a high pay, and high performing, organisation.

Auditors

Sayer Vincent were appointed as the organisation’s auditors in November 2024, after a competitive tender exercise and after a working tenure of four years with Moore Kingston Smith.

Statement of Trustees' Responsibilities

The trustees (who are also directors of Foundations – What Works Centre for Children & Families for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The financial statements have been prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies.

Approved and signed on behalf of the trustees by:

Sam White
Chair, Board of Trustees
Date: 17 July 2025

Reference and Administrative Details

| | |
|---|---|
| Company registration number: | 12136703 |
| Charity registration number: | 1188350 |
| Registered office and operational address: | Alliance House, 12 Caxton Street, London, SW1H 0QS |

Country of incorporation: England and Wales.

Country of registration: England and Wales.

Trustees

Previous Trustees

Josh MacAlister OBE (Resigned 22 May 2024)

Current Trustees

Sam White, Chair (Appointed 7 October 2024)

Baroness Hilary Armstrong (Appointment 20 November 2024)

Reshard Auladin OBE

Kelly Beaver MBE

Jenny Coles CBE

David Otudeko

Professor Nicholas Pearce

Professor Paul Ramchandani

Ailsa Swarbrick

Chief Executive

Dr Jo Casebourne

Bankers

Lloyds Bank Plc
25 Gresham street
London
EC2V 7HN

CCLA
PO Box 12892
Dunmow, Essex
CM6 9DL

Solicitors

Bates Wells
10 Queen St Place
London
EC4R 1BE

Auditors

Sayer Vincent LLP
110 Golden Lane
London
EC1Y 0TG

Foundations – What Works Centre for Children & Families was incorporated as a company limited by guarantee on 2 August 2019: Company No. 12136703 under the name What Works for Children’s Social Care. Following a merger of the company on 15 December 2022 with the Early Intervention Foundation the name was temporarily changed to What Works for Early Intervention and Children’s Social Care and then permanently to Foundations – What Works Centre for Children & Families on 25 May 2023.

Foundations – What Works Centre for Children & Families was registered as a charity on 4 March 2020. Charity No. 1188350.

Independent Auditor's Report to The Members of Foundations – What Works Centre for Children & Families

Opinion

We have audited the financial statements of Foundations – What Works Centre for Children & Families (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Foundations - What Works Centre for Children & Families' ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is

necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.

- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)

Date 07 August 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG



Financial statements

Statement of Financial Activities (Including Income and Expenditure account) for the Year Ended 31 March 2025

| | Note | Unrestricted funds £ | Restricted funds £ | 2025 total £ | Unrestricted funds £ | Restricted funds £ | 2024 total £ |
|----------------------------------|-----------|-------------------------|-----------------------|------------------|-------------------------|-----------------------|------------------|
| Income from: | | | | | | | |
| Charitable activities | 3 | 1,807,824 | 5,183,760 | 6,991,584 | 3,149,203 | 6,045,110 | 9,194,313 |
| Trading activities | 4 | 182,999 | - | 182,999 | 270,001 | - | 270,001 |
| Profit on sale of assets | | 10,632 | | 10,632 | - | - | - |
| Investments | | 60,634 | - | 60,634 | 13,546 | - | 13,546 |
| Total Income | | 2,062,089 | 5,183,760 | 7,245,849 | 3,423,750 | 6,045,110 | 9,477,860 |
| Expenditure on: | | | | | | | |
| Charitable activities | 5 | 2,022,771 | 5,097,264 | 7,120,035 | 3,412,389 | 6,045,110 | 9,457,499 |
| Total Expenditure | | 2,022,771 | 5,097,264 | 7,120,035 | 3,412,389 | 6,045,110 | 9,457,499 |
| Net income for the year | | 39,318 | 86,496 | 125,814 | 20,361 | - | 20,361 |
| Transfers between funds | | - | - | - | 1,533,789 | (1,533,789) | --- |
| Net movement in funds | | 39,318 | 86,496 | 125,814 | 1,574,150 | (1,533,789) | 20,361 |
| Reconciliation of funds | 19 | | | | | | |
| Balances at 1 April 2024 | | 2,638,665 | - | 2,638,665 | 1,064,515 | 1,533,789 | 2,618,304 |
| Balances at 31 March 2025 | | 2,677,983 | 86,496 | 2,764,479 | 2,638,665 | - | 2,638,665 |

All amounts relate to continuing activities.

All recognised gains and losses are included in the Statement of Financial Activities.

The notes on pages 39 to 55 form part of these financial statements.

Movements in funds are disclosed in note 19.



Balance Sheet as at 31 March 2025

| | Note | 2025 | | 2024 | |
|---|---------------|--------------------|------------------|--------------------|------------------|
| | | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible fixed assets | 14 | | 52,905 | | 51,385 |
| | | | <u>52,905</u> | | <u>51,385</u> |
| Current assets | | | | | |
| Debtors | 15 | 1,530,177 | | 2,314,611 | |
| Cash at bank and in hand | | 2,297,640 | | 2,559,536 | |
| | | <u>3,827,817</u> | | <u>4,874,147</u> | |
| Current liabilities | | | | | |
| Creditors: amount falling due within one year | 16 | (1,116,243) | | (2,286,867) | |
| | | <u>(1,116,243)</u> | | <u>(2,286,867)</u> | |
| Net current assets | | | 2,711,574 | | 2,587,280 |
| Net assets | | | <u>2,764,479</u> | | <u>2,638,665</u> |
| Funds | 19, 20 | | | | |
| Restricted funds | | | 86,496 | | - |
| Unrestricted funds | | | 2,677,983 | | 2,638,665 |
| | | | <u>2,764,479</u> | | <u>2,638,665</u> |

The financial statements were approved by the Board and authorised for issue on and signed on their behalf by:

Sam White

Chair, Board of Trustees

Date: 17 July 2025

Company registration number: 12136703



Statement of Cash Flows for the year ended 31 March 2025

| | Note | 2025 £ | 2024 £ |
|---|-----------------------|------------------|------------------------|
| Net cash used in operating activities | 21 | (298,563) | (303,452) |
| Cash flows from investing activities: | | | |
| Interest received | | 60,634 | 13,546 |
| Proceeds from sale of fixed assets | | 22,159 | - |
| Purchase of tangible fixed assets | | (46,126) | - |
| Net cash provided by investing activities | | 36,667 | 13,546 |
| Net decrease in cash and cash equivalents | | (261,896) | (289,906) |
| Cash and cash equivalents at the beginning of the year | | 2,559,536 | 2,849,442 |
| Cash and cash equivalents at end of year | | 2,297,640 | 2,559,536 |
| | | | |
| | | 2025 £ | 2024 £ |
| Analysis of cash and cash equivalents | | | |
| Cash at bank and in hand | | 2,297,640 | 2,559,536 |
| Total cash and cash equivalents | | 2,297,640 | 2,559,536 |
| | | | |
| | As at 1 April 2024 | Cash flows | As at 31 March 2025 |
| | £ | £ | £ |
| Cash at bank and in hand | 2,559,536 | (261,896) | 2,297,640 |
| Total | 2,559,536 | (261,896) | 2,297,640 |



Notes to the Financial Statements

1. Charity Information

Foundations – What Works Centre for Children & Families is a charitable company limited by guarantee registered in England and Wales with Company registration number 12136703, and Charity registration number 1188350. The registered office address is Alliance House, 12 Caxton Street, Westminster, London, England, SW1H 0QS.

2. Accounting Policies

Basis of preparation

The financial statements have been prepared on a going concern basis, under the historical cost convention, with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these financial statements. The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)(Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. Additional information has been provided where this increases understanding of the figures.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest pound.

The following accounting policies have been applied consistently during the current and previous year.

Going concern

The Trustees have assessed whether the use of going concern is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The Trustees have made this assessment for the period of at least one year from the date of approval of the financial statements.

As at 31 March 2025, the charity had total funds of £2,764,479 with free unrestricted reserves of £2,625,078. The charity's main grant from the DfE has been renewed to March 2027.

If core funding is not obtained in future years, the charity has an exit strategy in place. Based upon this and further funding for project work, the charity is well-placed to manage operational and financial risks successfully for the foreseeable future.

Having reviewed forecasts prepared by management the Trustees are confident that the charity and the group will continue to meet its obligations as they fall due and that therefore the going concern basis continues to be appropriate.



Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Income

Income is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Donations are recognised on receipt. Donations from fundraising ventures are shown gross, with the associated costs included in fundraising costs. Other income is accounted for on a receivable basis.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity heading:

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both the direct costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees, statutory reporting, legal costs and Trustee expenses linked to the strategic management of the charity.

Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of Foundations.



Where a grant has been offered subject to conditions, which are within the control of Foundations, which have not been substantially met, the amount is noted as a commitment, but it is not accrued.

Subsidiary undertaking

On 27 August 2021 the charity incorporated The Evidence Quarter C.I.C, a community interest company without share capital which is a 100% owned subsidiary of Foundations – What Works Centre for Children & Families. During the period from incorporation up to the year ended 31 March 2025 this company was dormant and did not trade. The subsidiary is not material to the Group and therefore Group accounts have not been prepared. On 25 February 2025 the Board of The EQ CIC took the decision to start to close the company as a result of the lease on the Evidence Quarter office coming to an end. The closedown is in progress but as at 31 March 2025 it has not been completed.

Tangible fixed assets

Items of equipment are capitalised where the combined purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Where assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

| | |
|------------------------|---------------------|
| Computer equipment | 3 years |
| Fixtures and fittings | 5 years |
| Leasehold improvements | length of the lease |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in net income/(expenditure) for the year.

Impairment of fixed assets

At each reporting end date, the charitable company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.



Creditors and provisions

Creditors and provisions are recognised where the charitable company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

Financial instruments

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Taxation

The charity is a registered company, number 12136703 and is exempt from corporation tax under the provisions of Sections 466-493 of the Corporation Taxes Act 2010.

Leases

Operating lease costs are charged to the Statement of Financial Activities as incurred, on a straight-line basis over the term of the lease term.

Pensions

All qualifying employees are invited to join the charitable company's defined contribution scheme. For those employees who are opted into the defined contribution scheme, the charitable company makes a contribution currently equivalent to 6-8% of gross salary into the schemes. The charitable company's contribution is charged to the Statement of Financial Activities in the financial year. The charitable company has no liability under the scheme other than for the payment of these contributions.

Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.



The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Critical accounting estimates and judgements

In the application of the charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

(i) Useful economic life of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic life and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on future economic utilisation and the physical condition of the assets. See note 14 for the carrying value of tangible fixed assets and the accounting policies for the useful economic lives for each class of asset.



3. Income from charitable activities

| | Unrestricted | Restricted | 2025 | 2024 |
|------------------------------------|---------------------|-------------------|------------------|------------------|
| | funds | funds | total | total |
| | £ | £ | £ | £ |
| Grants | 1,460,886 | 5,183,760 | 6,644,646 | 8,735,903 |
| Contracts with charitable purposes | 346,938 | - | 346,938 | 458,410 |
| | <u>1,807,824</u> | <u>5,183,760</u> | <u>6,991,584</u> | <u>9,194,313</u> |
| For the year ended 31 March 2024 | <u>3,149,203</u> | <u>6,045,110</u> | | <u>9,194,313</u> |
| | | | | |
| Grants | | | | |
| DfE Core grant | 1,460,886 | 4,115,903 | 5,576,789 | 7,635,479 |
| CiN Grant | - | - | - | 77,829 |
| ETF Grants | - | 314,690 | 314,690 | 632,203 |
| DWP Grant | - | 370,917 | 370,917 | 390,392 |
| YEF Grant | - | 382,250 | 382,250 | - |
| | <u>1,460,886</u> | <u>5,183,760</u> | <u>6,644,646</u> | <u>8,735,903</u> |
| | | | | |
| Grants | | | | |
| DfE Core grant | 2,690,793 | 4,944,686 | | 7,635,479 |
| CiN Grant | - | 77,829 | | 77,829 |
| ETF Grants | - | 632,203 | | 632,203 |
| DWP Grant | - | - | | 390,392 |
| For the year ended 31 March 2024 | <u>2,690,793</u> | <u>6,045,110</u> | | <u>8,735,903</u> |



| 4. Income from other trading activities | 2025 total | 2024 total £ |
|--|-----------------------|-----------------------------|
| Rental income | 157,340 | 225,956 |
| Other income | 25,659 | 44,045 |
| | 182,999 | 270,001 |

All income from other trading activities were unrestricted in both periods. Rental income is from tenants who occupy spare desks at the Evidence Quarter. This drop in rental income was due to us vacating our former premises as the Lease expired. Other income includes income from hiring of event space.

| 5. Charitable activities | Notes | 2025 total £ | 2024 total £ |
|---------------------------------------|--------------|-------------------------|-------------------------|
| Grant expenditure on activities | 7, 8 | 1,552,478 | 3,688,137 |
| Direct costs on charitable activities | | 312,673 | 54,620 |
| Salaries and Wages | 12 | 4,295,684 | 4,436,054 |
| Support costs | 9 | 906,393 | 1,204,912 |
| Governance costs | 9 | 52,807 | 73,776 |
| | | 7,120,035 | 9,457,499 |

The increase in direct costs on charitable activities includes £63k on Legacy Project Vat, Toolkit Development project £51k, Partners and Pannels £18k and other associated costs.

Analysis by fund

| | | |
|--------------------|-----------|-----------|
| Unrestricted funds | 2,022,771 | 3,412,389 |
| Restricted funds | 5,097,264 | 6,045,110 |
| | 7,120,035 | 9,457,499 |

| 6. Net income for the year before transfers | 2025 £ | 2024 £ |
|--|-------------------|-------------------|
| This is stated after charging/(crediting): | | |
| Depreciation | 33,078 | 37,736 |
| Profit on sale of fixed assets | (10,632) | - |
| Other operating leases | 308,925 | 243,631 |



| 7. Grant expenditure (see notes 5 and 8) by funders | 2025 | 2024 |
|--|------------------|------------------|
| | £ | £ |
| DfE Core grant | 993,630 | 2,660,969 |
| CiN grant | - | 107,810 |
| SFIIP contract | - | 25,000 |
| ETF grant | 247,678 | 770,222 |
| SFPC contract | - | 44,840 |
| DWP grant | - | 79,296 |
| YEF grant | 311,170 | - |
| | 5, 8 | |
| | <u>1,552,478</u> | <u>3,688,137</u> |



8. Grant expenditure by institution

| | | | 2025 £ | 2024 £ |
|-------------------------------------|----------|-----------------------------------|-----------|-----------|
| Action for Children | Core | Breaking the Cycle | - | 24,769 |
| Alma Economics | Core | Evaluation Guidance Review | - | 12,000 |
| Alma Economics | Core | Economic Benefits | - | 23,640 |
| Alma Economics | Core | Kinship Financial Allowances | 22,520 | - |
| Anna Freud Centre | Core | Parenting Interventions | - | 107,492 |
| Anna Freud Centre | DWP | Reducing Parental Conflict | - | 79,296 |
| Anna Freud Centre | Core | Displaced Children | 119,900 | - |
| Behavioural Insight | Core | Breaking the Cycle | 10,541 | 74,979 |
| Behavioural Insight | Core | Fathers for Change | 35,154 | 97,333 |
| Cardiff University | Core | Advocacy Services | - | 3,930 |
| CEI Global UK | Core | Evidence Review on Kinship Care | 29,750 | 89,940 |
| CEI Global UK | Core | Parenting Systematic Review | 15,000 | 149,995 |
| CEI Global UK | Core | SeMore Evaluation | - | 7,590 |
| CEI Global UK | Core | Foster and Adoptive Carers | 134,992 | - |
| City of York Council | Core/YEF | Changemakers | 169,773 | 48,250 |
| Coram | Core | FGC Service Design | 66,694 | 86,083 |
| Cordis Bright | ETF | Restart | - | 149,960 |
| Cordis Bright | Core/YEF | Changemakers Evaluation | 75,777 | - |
| IFF Research | ETF | Bounce Back 4 Kids | 153,974 | 129,336 |
| LB Merton | Core/YEF | Changemakers | 126,750 | 48,250 |
| Liverpool John Moore's | Core | Mentoring and Befriending | - | 113,425 |
| Liverpool John Moore's | Core | Parenting 11-19 | 133,181 | - |
| NIESR | CiN | Supervising DSLs | - | 67,810 |
| National Children's Bureau | Core | Reunification interventions | 124,939 | - |
| Oxford Brookes | Core | Audience Research Practice Guides | - | 89,140 |
| Oxford Measured | Core | Outcomes Framework | 22,109 | - |
| PACT: Parents and Children Together | Core | Bounce Back 4 Kids | 21,006 | 266,816 |
| RAND Europe | ETF | For Baby's Sake | 5,482 | 146,498 |
| Safelives | Core | Restart | 17,869 | 201,542 |
| Stockport BC | Core/YEF | Changemakers | 126,750 | 48,250 |
| Tavistock Institute | SFPC | Cost benefit analysis | - | 44,840 |
| The Fatherhood Institute | Core | Fathers 4 Change | 40,000 | 105,990 |
| The For Baby's Sake Trust | Core | For Baby's Sake | (114,656) | 400,571 |
| University College London | Core | Multi Agency Safeguarding | - | 199,430 |
| University of Oxford | SFIIP | | - | 25,000 |
| University of Oxford | CiN | Social Workers in Schools | - | 40,000 |
| University of Oxford | Core | Health Assessment measure | - | 4,200 |
| University of Sussex | Core | Core Outcome Measures | - | 145,000 |
| Verian | ETF | WeMatter | 88,223 | 172,116 |
| Victim Support | Core | WeMatter | - | 436,416 |
| Wirral BC | Core/YEF | Changemakers | 126,750 | 48,250 |
| | | | 1,552,478 | 3,688,137 |

We terminated our project (and therefore grant) with The For Baby's Sake Trust (TFBST). As a pilot Randomised Control Trial (RCT), DfE paid us all of the value of the grant in advance, so on termination we were left with £114k of grant unpaid to TFBST, which is repayable to DfE.



9. Support and governance costs

| | Support Costs | Governance costs | 2025 total | 2024 total |
|--------------------------------|--------------------------|-----------------------------|-----------------------|-----------------------|
| | £ | £ | £ | £ |
| Depreciation | 33,078 | - | 33,078 | 37,737 |
| Legal, professional, HR | 124,899 | 19,087 | 143,986 | 214,566 |
| Other finance costs | 597 | - | 597 | 736 |
| Office administration | 214,747 | - | 214,747 | 279,502 |
| Premises costs | 467,518 | - | 467,518 | 494,934 |
| Marketing and public relations | 13,409 | - | 13,409 | 167,718 |
| Other Staff Costs | 35,191 | - | 35,191 | 39,573 |
| Audit fees - Statutory Audit | - | 23,520 | 23,520 | 20,400 |
| Audit fees - Other | - | 10,200 | 10,200 | 9,480 |
| Accountancy | 16,954 | - | 16,954 | 14,042 |
| | <u>906,393</u> | <u>52,807</u> | <u>959,200</u> | <u>1,278,688</u> |

10. Auditors remuneration

| | 2025 | 2024 |
|---|-------------|-------------|
| | £ | £ |
| Audit of the charity's financial statements | 19,600 | 17,000 |
| Other audit-related assurance services | | |
| Grant certification | 8,500 | 7,900 |
| Non- audit services | | |
| Tax advisory | 3,600 | 4,128 |

These amounts are Vat Exclusive

11. Trustees' remuneration

Until his resignation on 22 May 2024, the charity had a paid executive chair, Josh MacAlister OBE, under an arrangement approved by the Charity Commission. His remuneration during the year was £17,000 (2024: £78,000). In addition, the charity made pension contributions of £780 (2024: £4,680) in respect of Josh MacAlister. No other Trustees received any remuneration in the years ended 31 March 2025 and 31 March 2024.

Travel and accommodation expenses totalling £898 for two Trustees were paid by the charity in the year (2024: one trustee, £7,125).



12. Employees

The average number of employees (headcount based on number of staff employed) during the year was:

| | 2025 | 2024 |
|--|---------------|---------------|
| | Number | Number |
| Executive Chair | - | 1 |
| Chief Executive Officer | 1 | 1 |
| Grant making, evaluation and dissemination staff | 54 | 50 |
| Administration staff | 15 | 22 |
| | <u>70</u> | <u>74</u> |

The key management personnel of the charity are considered to be the CEO and the senior leadership team.

The total employee benefits (including pension contributions and employer’s national insurance) of the key management personnel were £580,736 (2024: £664,190).

| Staff costs comprise: | 2025 | 2024 |
|--|------------------|------------------|
| | £ | £ |
| Salaries & wages | 3,654,406 | 3,798,912 |
| Social security costs | 397,830 | 385,192 |
| Employer’s contribution to defined contribution pension scheme | 243,448 | 251,950 |
| | <u>4,295,684</u> | <u>4,436,054</u> |

Included in staff costs are termination payments of £64,599 paid to former employees (2024: £20,672).

The following number of employees received remuneration and benefits (excluding employer’s pension costs and employer’s national insurance) during the year between:

| | 2025 | 2024 |
|---------------------|---------------|---------------|
| | Number | Number |
| £60,000 - £69,999 | 4 | 5 |
| £70,000 - £79,999 | 3 | 2 |
| £80,000 - £89,999 | - | 3 |
| £90,000 - £99,999 | 2 | - |
| £100,000 - £109,999 | 2 | 1 |
| £120,000 - £129,999 | 1 | 1 |



13. Subsidiary undertaking

The charity holds 100% control in a subsidiary undertaking, The Evidence Quarter C.I.C. This was incorporated on the 27 August 2021 and has remained dormant in the period under review. An application has now been made to Companies House to formally close the company.

14. Tangible fixed assets

| | Fixtures and fittings | Leasehold improvements | Computers and IT Equipment | Total |
|------------------------------------|----------------------------------|-----------------------------------|---|--------------|
| Cost | £ | £ | £ | £ |
| At 1 April 2024 | 79,476 | - | 104,188 | 183,664 |
| Additions | - | 22,800 | 23,326 | 46,126 |
| Disposals | (46,578) | - | (33,449) | (80,026) |
| At 31 March 2025 | 32,898 | 22,800 | 94,065 | 149,763 |
| Depreciation | | | | |
| At 1 April 2024 | 45,369 | - | 86,910 | 132,279 |
| Depreciation charged in the year | 12,762 | 2,533 | 17,783 | 33,078 |
| Eliminated in respect of disposals | (36,044) | - | (32,455) | (68,499) |
| At 31 March 2025 | 22,087 | 2,533 | 72,238 | 96,858 |
| Net book value | | | | |
| At 31 March 2025 | 10,811 | 20,267 | 21,827 | 52,905 |
| At 31 March 2024 | 34,107 | - | 17,277 | 51,385 |

All assets are used to support charitable activities

| 15. Debtors: Amounts falling due within one year | Notes | 2025 | 2024 |
|---|--------------|-------------|-------------|
| | | £ | £ |
| Other debtors | | 124,708 | 2,687 |
| Grants and contracts income receivable | | 1,271,904 | 2,133,633 |
| Prepayments and accrued income | | 133,565 | 178,291 |
| | | 1,530,177 | 2,314,611 |

Grants receivables include DfE core grant claims of £948,501 (2024: £1,837,225)



Notes to the Financial Statements

| 16. Creditors: amounts falling due within one year | Notes | 2025 £ | 2024 £ |
|---|--------------|-------------------------|-------------------------|
| Trade creditors | | - | 50,967 |
| Other taxation and social security | | 100,879 | 109,450 |
| Deferred income | 17 | - | 156,645 |
| Other creditors | | 308,454 | 475,409 |
| Grant accruals | | 577,117 | 1,396,240 |
| Accruals | | 129,793 | 98,156 |
| | | 1,116,243 | 2,286,867 |

Foundations has commitments to pay £641,123 (2024: £1,085,640) in relation to future instalments of grant awards that were not recognised in the expenditure for the year, due to not fulfilling all the performance related grant conditions. The commitments at 31 March 2025 were:

| | 2025 £ | 2024 £ |
|----------------------|-------------------------|-------------------------|
| LB Merton | 85,000 | 211,750 |
| Stockport BC | 85,000 | 211,750 |
| Wirral BC | 85,000 | 211,750 |
| City of York Council | 85,000 | 211,750 |
| Cordis Bright Ltd | 37,830 | - |
| RAND Europe | - | 117,586 |
| IFF Research | - | 121,054 |
| Behavioral Insights | 141,582 | - |
| Oxford Measured Ltd | 121,711 | - |
| | 641,123 | 1,085,640 |

| 17. Deferred income | Notes | 2025 £ | 2024 £ |
|---------------------------------|--------------|-------------------------|-------------------------|
| Deferred income brought forward | | 156,645 | 530,793 |
| Grants received in the year | | 6,488,001 | 8,361,755 |
| Grants recognised in the year | 3 | (6,644,646) | (8,735,903) |
| Deferred income carried forward | | - | 156,645 |

Deferred income represents grants received in advance. The income is deferred when the grant agreements are subject to conditions which are still to be met and which are outside the control of the charity or when grants or income are received in advance and specified by the donor or other party as relating to specific accounting periods.



18. Retirement benefit schemes

Defined contribution schemes: The charitable company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

The charge to SOFA in respect of defined contribution schemes was £243,448 (2024: £251,950).

Contributions totalling £34,414 (2024: £36,180) were payable to the fund at the balance sheet date and are included in other creditors.

19. Funds

The income funds of the charity include restricted funds comprising unexpended balances of donations and grants held on trust for specific purpose.

Movement in funds 2024-25

| | Balance at 1 April 2024 | Income | Expenditure | Balance at 31 March 2025 |
|---------------------------|-------------------------------|-----------|-------------|--------------------------------|
| Restricted funds | | | | |
| DfE grant | - | 4,115,903 | (4,100,487) | 15,416 |
| ETF grants | - | 314,690 | (314,690) | - |
| DWP grant | - | 370,917 | (370,917) | - |
| YEF grant | - | 382,250 | (311,170) | 71,080 |
| Total Restricted Funds | - | 5,183,760 | (5,097,264) | 86,496 |
| Unrestricted Funds | 2,638,665 | 2,062,089 | (2,022,771) | 2,677,983 |
| Total Funds | 2,638,665 | 7,245,849 | (7,120,035) | 2,764,479 |

Unrestricted Funds

These are available for use at the discretion of the Trustees in furtherance of their charitable objectives. Unrestricted funds include the component of the DfE core grant that is awarded to cover the operational expenditure of a what works centre.

Restricted Funds

These are funds which are to be used in accordance with specific restrictions imposed by donors and any unexpended funds are held on trust for those specific purposes.



Movement in funds 2023-24

| | Balance at 1 April 2023 | Income | Expenditure | Transfers | Balance at 31 March 2024 |
|-------------------------------|-------------------------------|------------------|--------------------|--------------------|--------------------------------|
| Restricted funds | | | | | |
| DfE grant | - | 4,944,686 | (4,944,686) | - | - |
| CiN grant | - | 77,829 | (77,829) | - | - |
| HHP grant | 139 | - | - | (139) | - |
| ETF grants | - | 632,203 | (632,203) | - | - |
| DWP grant | - | 390,392 | (390,392) | - | - |
| EIF General fund | 1,271,531 | - | - | (1,271,531) | - |
| EIF Designated fund | 282,119 | - | - | (282,119) | - |
| Total Restricted Funds | 1,553,789 | 6,045,110 | (6,045,110) | (1,553,789) | - |
| Unrestricted Funds | 1,064,515 | 3,432,750 | (3,412,389) | 1,553,789 | 2,638,665 |
| Total Funds | 2,618,304 | 9,477,860 | (9,457,499) | - | 2,638,685 |

A reserves transfer has been made from the former EIF reserves to the unrestricted reserves, which reflects the amount of the 2023-24 expenditure incurred within the parameters of the former EIF objectives, capped at the total value of the EIF reserves.

Restricted funds were as follows:

- DfE grant: This was the component of the DfE core grant awarded for specific projects
- ETF grants: This was for specific work on Domestic Abuse
- DWP grant: This was for specified work on a project on Reducing Parental Conflict
- YEF grant: This was for specified work on the Changemakers project
- CiN grant: This was for specified work on the Children in Need project.
- HHP grant: This was for specified work on the Healthier Happier Professionals project.
- EIF General fund: As a consequence of the merger, the unrestricted reserves of the Early Intervention Foundation at the date of the merger, 15 December 2022, became restricted reserves of the merged charity.
- EIF Designated Fund: Included in EIF's unrestricted reserves prior to the merger were funds designated for 'Special Projects' supporting the strategy of EIF. During the year these were utilised on merger costs and to offset any deficit during period up to the merger date on the EIF General fund. These funds may be used for the purposes set out in EIF's charitable objects and as such are restricted funds in the merged charity.



20. Analysis of net assets between funds

| | Unrestricted funds £ | Restricted funds £ | Total £ |
|---|-------------------------------------|-----------------------------------|--------------------|
| Fund balances at 31 March 2025 are represented by: | | | |
| Tangible assets | 52,905 | - | 52,905 |
| Net current assets | 2,625,078 | 86,496 | 2,711,574 |
| | <u>2,677,983</u> | <u>86,496</u> | <u>2,764,479</u> |
| | Unrestricted funds £ | Restricted funds £ | Total £ |
| Fund balances at 31 March 2024 are represented by: | | | |
| Tangible assets | 51,385 | - | 51,385 |
| Net current assets | 2,587,280 | - | 2,587,280 |
| | <u>2,638,665</u> | <u>-</u> | <u>2,638,665</u> |

21. Net cash provided by operating activities

| | 2025 £ | 2024 £ |
|--|-------------------|-------------------|
| Net income for the year | 125,814 | 20,361 |
| Adjustment for: | | |
| Depreciation of tangible fixed assets | 33,078 | 37,736 |
| Profit on sale of fixed assets | (10,632) | - |
| Movement in working capital: | | |
| Decrease/(increase) in debtors | 784,434 | (1,557,364) |
| (Decrease)/increase in creditors | (1,013,978) | 1,583,509 |
| (Decrease) in deferred income | (156,645) | (374,148) |
| Interest receivable | (60,634) | (13,546) |
| Net cash used in operating activities | <u>(298,563)</u> | <u>(303,452)</u> |



22. Related party transactions

Jenny Coles, a trustee of the charity, is a trustee of Coram’s Children’s charity. During the year grants of £66,694 were paid to Coram (2024: £86,083).

None of the above transactions had any security, bad debts, write-offs or guarantees associated with them. All were made in the ordinary course of business, the associated trustee derived no benefit from them and was not involved in any decisions to award the grants.

There were no donations from related parties which were outside the normal course of business and no restricted donations from related parties.

There were no other related party transactions in the period under review.

The board of trustees are committed to transparency where there is or may be perceived to be a conflict of interests with the work of the Foundations. Details of any relevant disclosures are made annually in the Trustees’ Report.

23. Operating lease commitments

The charitable company's total future minimum lease payments under non-cancellable operating leases relating to property is as follows:

| | 2025 | 2024 |
|-----------------------|------------------|---------------|
| | £ | £ |
| Within 1 year | 529,447 | 91,212 |
| Between 2 and 5 years | 958,003 | - |
| | <u>1,487,450</u> | <u>91,212</u> |






6ci - Foundations Financial Statements 31 March 2025 v3 - to be signed

Final Audit Report

2025-07-25

| | |
|-----------------|--|
| Created: | 2025-07-24 |
| By: | Vikki Alley (vikki.alley@foundations.org.uk) |
| Status: | Signed |
| Transaction ID: | CBJCHBCAABAABjrgvyLCMZgbQoCrFUtqKEr-I77xnWi4 |

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Accounts



What Works Centre for Children & Families

REPORT AND FINANCIAL STATEMENTS

For the year ended 31 March 2024

Company number: 12136703

Charity number: 1188350



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Trustees' Report

For the year ended 31 March 2024

The trustees, who are also directors of Foundations – What Works Centre for Children & Families (hereafter Foundations) for the purposes of company law, present their report and the audited financial statements for the year ended 31 March 2024. The financial statements comply with the current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice (SORP) – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Background

Foundations was established through a merger between the Early Intervention Foundation (EIF) and What Works for Children's Social Care (WWCSC) during the 2022/23 financial year. The EIF was established as an independent charity in 2012 to champion early intervention to improve outcomes for vulnerable children, followed in 2019 by WWCSC, whose remit was to provide a rigorous evidence base supporting good practice in children's social care. Both organisations were part of the What Works Network and shared the objective of improving policy making and practice through the use of evidence and both were largely funded by the Department for Education (DfE).

Vision and mission

Our **vision** is that vulnerable children have the foundational relationships they need to thrive in life.

Our **mission** is generating and championing actionable evidence that improves services to support family relationships.

Objectives

The Articles of Association of Foundations state that the charity exists for:

1. The promotion of education and research for the public benefit including, but not limited to, researching, evaluating and disseminating practice, policies, resources, and programmes intended to promote best practice and better outcomes in the care of children and young people across the UK and beyond;
2. For the public benefit to advance any other purposes recognised as charitable in England and Wales by such means as the trustees think fit including, but not limited to, the provision of grant funding to individuals, communities and other groups working in the sector of children's social care.



Public benefit

In shaping our objectives and planning our activities for the year, the Trustees have given consideration to the duties set out in section 17 (5) of the Charities Act 2011 to have due regard to public benefit and to the Charity Commission Guidance on public benefit, including their guidance in PB2 (Public Benefit: Running a Charity). In particular, the Trustees have considered how the planned activities will contribute to the overall aims and objectives that they have set.

The Trustees believe that the sections specifically on 'Objectives' and 'Our impact' in this report relate in detail the benefit that the charity provides to the public.

Our guiding principles

We have identified five principles that will underpin how we work to deliver our strategy. They will guide us in all that we do:

1. We will actively pursue a preventative and early intervention approach in our work

Support must be available to families at the earliest opportunity: families often say they receive help too late. We know that the more entrenched problems become, the more difficult they are to deal with. It is crucial that local systems and services pick up early signs that families are facing problems, struggling to cope, or are at risk. There are a range of early intervention programmes that have been shown to be effective in building family relationships and strengths and reducing risk, which have good evidence of improving outcomes for children. In all our priority areas we will seek to identify the most effective early interventions that can be provided.

2. We will use robust and transparent evidence standards to generate and champion rigorous evidence

There is a lack of high-quality evidence available to support decision and policymaking in providing effective support for children and families. We will use robust and transparent evidence standards to synthesise and generate high quality evidence about what works. Working with local leaders and national policymakers, we will determine and communicate what the findings mean for those taking decisions with and for children and families.

3. We will seek change so that children and families have more power in how services work

Services should be accountable for the experiences of the children and families they support. Yet, these experiences are often not captured or acted on. We have an important role to play in bringing about this change. First, our research and policy work will advance the use of child and family experience measures across services. Second, our rigorous impact evaluations will mean we promote approaches more likely to work for children and families. Third, we will directly include the voices of children, young people and families in areas of our work. We will work with our



Experts by Experience Panel and include people with direct experience on our advisory groups and boards.

4. We will ensure our work actively promotes equality, diversity, inclusion, and equity

There are substantial racial disparities in early intervention and children's social care that cannot be explained by deprivation alone. Differences in representation of minoritised ethnic groups are present across the children's social care system. These differences indicate that some groups don't receive the support they need, resulting in poorer outcomes, while others are more likely to have a higher level of intervention. A lack of data limits the research that can be done, but we will consider what can be learnt about racial disparity in every study we carry out. We will speak up for families who experience racial discrimination and use evidence about what works to call for change. Our goal is to be a leader in all aspects of equality, diversity, inclusion, and equity (EDIE).

5. We will work with partners to enact change

We will only ever be able to deliver a part of the change we seek. We will make careful decisions about the role we might play and where we need to work in partnership to achieve our aims. We will work with others where we know that we can bring about greater impact by working in collaboration. We will seek partners across our work including research, communications, dissemination and supporting evidence use – publishing open calls to reach a diverse range of potential partners.

Our approach

We want to see a society where vulnerable children have the foundational relationships they need to thrive in life. This means working to ensure that family support services strengthen family relationships, maintain family relationships for children in care where it is safe to do so, or build positive trusting relationships for children for whom it is not possible to have family relationships.

We make a difference through:

- 1. Generating and championing high-quality, actionable evidence about what works.**

We are working to identify new and promising approaches in early intervention and children's social care and to develop a pipeline of interventions and approaches that can be evaluated for impact. We are working with others to understand the demand for evidence, the biggest gaps, and what children and families need the most.

- 2. Influencing policy and practice to use evidence to drive better decision making.**

We are working to influence government policy to fund and/or promote the approaches proven to improve outcomes and shift spending away from those that do not. We are shining a light on the evidence available, to help national policymakers increase the number of decisions based on evidence. At a local level, we are working to increase capability, opportunity, and motivation for evidence use by providing tools and



guidance for commissioners and service leaders, to support more effective services and practice.

3. **Increasing demand for evidence about what works to improve family relationships.**

We are working to increase demand for evidence on how to improve the family environment, making the case for:

- a. Increasing the prioritisation of, and investment in, effective preventative and early intervention approaches at national and local levels.
- b. The research community building evidence on racial disparity and using findings to call for change.
- c. A national focus on how children and their families experience services and can have more power in how services work.

We draw on different approaches and capabilities to bring about the changes we want to see, working across the research and impact cycle of evidence, evaluation, national influencing, local delivery and communications to:

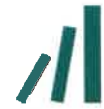
- Conduct evidence syntheses which summarise what is known in areas which support our strategy and can help us achieve our impact
- Generate evidence about which interventions improve child outcomes, through evaluations that examine whether, how, and why they work
- Develop a case-by-case approach to national influencing in our priority areas, with the aim of influencing national policy development, funding decisions and local delivery
- Work with local leaders to support decision-making on how to increase the availability of services that have evidence of improving child outcomes
- Champion activities that have been shown to improve child outcomes, and the use of evidence and evaluation to improve better decision-making.

Our five priority areas

We have five priority areas that were selected using criteria including the scale of the problem, the level of policy interest, the maturity of the current evidence base and the potential for achieving impact.

They are reviewed regularly to ensure we are tackling the most important issues that improve the family environment to achieve positive outcomes for vulnerable children.

- **Supporting Parenting** – Understanding and driving use of the best approaches to support parents and parenting in families where children are at risk of poor outcomes, including those with the most significant family level risk factors (e.g., parental mental health, parental substance abuse, parental conflict, neglect, low parenting capability/capacity etc.) to improve child outcomes within the family
- **Strengthening Family Networks** – Understanding and driving use of how best to ensure that children who are experiencing risk at home can either live safely in their family



environment or as close to a family environment as possible, and where alternative care is required, how to support those carers and how to return children home safely.

- **Domestic Abuse** – Understanding the interventions that improve outcomes for children who are in families at risk of or experiencing domestic abuse and using this to influence national policy.
- **Relationships for Care Experienced Children** – Understanding and driving use of how to build relationships for children in care (and care leavers), to ensure that they are able to navigate the world successfully and prevent the cycles of intergenerational care.
- **Service and Practice Models** – Understanding the effectiveness of different ways of organising the multiple agencies that work together to help support a child and their family, and driving take-up of the most effective approaches.

Each area has its own set of impact goals and a portfolio of work, which are set out below. Additional areas of work are described in the **Practice guides** and **Cross-cutting work** sections that follow.

Our impact

We have set ambitious long-term goals in each of our priority areas and have already made significant progress towards these. Notably, we have:

- Secured commitments within the National Kinship Care Strategy to increase access to Family Group Conferencing and the evaluation of expanded financial allowances
- Raised awareness of the urgent need to understand what works to support children affected by domestic abuse, and secured the buy in of key stakeholders to our ambitious 5-year plan to address this problem
- Launched our flagship Changemakers programme, working with 4 local areas to embed evidence-based parenting support

Our progress towards the overarching impact goals in each priority area is set out below, along with a summary of our plans for the next financial year.

Supporting parenting

By 2028, our overarching, long-term impact goal is to see:

A 50% increase in the availability of evidence-based parenting support

In 2023-2024:

We officially launched the Changemakers programme, with the Youth Endowment Fund, as part of the Family Hub approach. This programme seeks to fund and develop local evidence leadership to overcome the implementation barriers that prevent evidence-based practices becoming embedded locally. Over the next two years, the Changemakers programme will partner with four pilot areas (York, Merton, Stockport and Wirral). Funding will be used to recruit Local Evidence Leaders, who



will be responsible for supporting local areas to introduce and sustain evidence-based parenting support to improve outcomes for the community.

We have also commissioned ground-breaking systematic reviews on parenting interventions for families with multiple and complex needs of pre-adolescent children (average age of 0-10) and on parenting interventions for parents and carers of disabled children, or children with severe mental illness. These reviews are being carried out by teams of leading international academics and researchers. The findings will be turned into practical recommendations for local system leaders in our first two Parenting Practice Guides.

Alongside this work to increase the availability of evidence-based support, we are working to fill critical evidence gaps such as how best to work with fathers in families where there are safeguarding concerns. In March 2023, we launched a Randomised Controlled Trial (RCT) of ISAFE (Improving Safeguarding through Audited Father-Engagement), which is a training and development intervention for social workers, designed to improve skills, practice, and engagement with fathers. Our delivery partner is The Fatherhood Institute, which developed the intervention with CASCADE (Centre for Children's Social Care Research and Development, Cardiff University), and the evaluator is Ipsos UK. The evaluation will assess how effective ISAFE is and will include a total of 48 teams, with approximately 10 social workers in each team. The final report is expected to be published by the end of 2024.

In September 2023, we launched a feasibility study of the Southwark Father Group intervention, which aims to support fathers of children with a social worker, encourage closer father-child relationships and improve outcomes for children. The programme offers weekly group sessions, which consist of check-ins and psychoeducation. The programme was developed for families in early help and child protection. The delivery partner is London Borough of Southwark and the evaluator is the Anna Freud Centre. The project is due to be completed in February 2025.

In 2024-2025:

We will publish a Practice Guide on parenting interventions for families with multiple and complex needs of pre-adolescent children (average age of 0-10) and work with the DfE and local authorities to support the implementation of recommendations. We will commission a systematic review on parenting interventions for families of pre-adolescent children with multiple and complex needs (average age of 11-19) to underpin a further Parenting Practice Guide to support leaders and commissioners in local authorities to design and commission services on the basis of robust evidence.

We will continue to build the evidence base on parenting support, launching an evaluation of a parenting intervention(s) to support families and children where there are complex needs, such as safeguarding issues.



Strengthening family networks

By 2028, our overarching, long-term impact goals are to see that:

All eligible families have access to a Family Group Conference before they go to court.

The evidence base on how best to support kinship carers is strengthened by findings from at least one high quality impact study.

In 2023-2024:

In June 2023, we published the findings of the first large-scale RCT on Family Group Conferencing (FGC) at the pre-proceedings stage in England. The evaluation found FGCs to be cost effective, with children in referred families significantly less likely to go into care. We have worked closely with the DfE to ensure this trial informs policy and have successfully influenced the department to commit to driving up use. The recent National Kinship Care Strategy referenced our work and included the following commitments:

- *We will also collaborate with Foundations and the sector to work towards every family being offered access to high quality Family Group Conferences at pre-proceedings stage and we will seek to monitor the success of this.*
- *We will also explore using legislation to mandate the use of Family Group Conferences at pre-proceedings in the future, alongside encouraging their use earlier in the system.*

We are working closely with the DfE to take these commitments forward and have made a series of policy recommendations, of which the majority have been accepted.

We have also commissioned work to develop options for routinely collecting data on access to FGCs across England. This work is being led by Coram in partnership with other key sector partners and is investigating what FGC data local authorities are currently collecting and what monitoring systems they use in relation to FGCs. The findings will identify ways to track the extent to which eligible families are being offered a chance to participate in an FGC and help us establish a national view of provision which can be used to improve family access to this important service.

We have also had considerable influence on policy relating to kinship care. In October 2023, we published findings from a survey of local authorities in England that sought to map the support available for kinship carers. Over 50% of local authorities in England responded to the survey, which found significant variation, both across local authorities, and within them for different categories of kinship carer. Subsequently, we commissioned a systematic review of the evidence on interventions to support kinship carers and the children in their care.

Again, we worked closely with the team preparing the National Kinship Care Strategy and secured a commitment to roll out four years of funding to provide expanded financial allowances for kinship carers in 8 local authorities in a way which enables robust impact evaluation. The Strategy also stated that the department would work with us to evaluate this pilot. We have agreed on a quasi-experimental design for this evaluation and will appoint an evaluation partner to conduct



this. The survey work found significant regional variation in support provided for kinship carers. This new project is an excellent opportunity to build the evidence base in an area that has strong government support but where we know practice is poorly defined, variable and unevaluated.

In 2024-2025:

Our programme of work to support the roll out of FGCs will continue throughout 2024-2025. We will work closely with the DfE on the recommendations they have accepted. We will publish a report making the case for FGC use to local leaders early in 2024, and its distribution will be supported by a comprehensive communications strategy. The publication will provide guidance to senior leaders in local authorities on the importance of implementing FGCs with fidelity to the original model and to encourage greater use of FGCs at the pre-proceedings stage. The FGC Data Monitoring project will also conclude in early 2024 and will be used to advise the DfE. A phased approach to routine national FGC data collection is likely to be most viable, starting from a voluntary data return through a standardised survey, which could then become embedded within the Children’s Social Care Dashboard as both projects mature. A qualitative research project will begin in 2024 to understand families’ perceptions of being offered and receiving FGCs, with a particular focus on minoritised ethnic groups. This work will address an identified gap in the evidence base and is likely to provide insight into how to encourage referral uptake of FGCs.

Our kinship care systematic review will be published in 2024 shortly followed by the first Practice Guide (discussed below). Comparing the survey findings with the findings from the systematic review will reveal whether support available for kinship families is based on evidence or is unevaluated and whether the types of support backed by evidence are available in England. This will inform an impact evaluation of a support programme for kinship carers. This evaluation will help us achieve our new impact goal to have a stronger evidence base on interventions to support kinship carers by 2028.

Domestic abuse

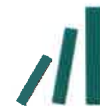
By 2028, our overarching, long-term impact goals are to see:

The identification of at least one intervention that works to support children affected by domestic abuse.

A wider programme of evaluation with an additional 5 “best bets” being evaluated for impact.

In 2023-2024:

Over 2023-2024, we raised the profile of the scale and impact of domestic abuse on children, and, crucially, of the lack of evidence on what works to support those affected. It is a major problem that we cannot yet say with confidence what works to support children affected by domestic abuse, or what works to prevent domestic abuse in the first place. There are no services in the country which have yet been rigorously evaluated and proven to have an impact on children’s outcomes.



We have been making the case to government for significantly more investment into impact evaluation to find out what works to support children affected by domestic abuse, establishing a cross-government group to consider the problem and ways forward. We have built broad consensus among this group on the need to tackle this lack of evidence and have been tasked with developing a route map to significantly improving the situation.

We have already begun to tackle this crucial evidence gap and are developing the pipeline of interventions that could be evaluated for impact and testing evaluation methods. We have started the process of conducting initial testing (pilot RCTs) of For Baby's Sake, WeMatter and Bounce Back 4 Kids, supported by funding from the Cabinet Office Evaluation Accelerator Fund. We are also laying the groundwork for impact evaluation for Restart and Breaking the Cycle. In addition, we are considering ways to transport Fathers for Change, a programme with promising evidence currently being delivered in the US, tailoring it for the UK context.

We published several reports throughout the year, including a systematic review of interventions for children experiencing domestic abuse on the edge of care and a report providing evidence on the knowledge and skills of the Early Help and Family Help workforce in relation to domestic abuse.

In 2024-2025:

In May 2024, we published our REACH (Researching Effective Approaches for Children) 5-year plan. This is an ambitious plan which, if supported, would enable us to become the first country in the world to have identified a set of programmes which work to support children affected by domestic abuse. We worked hard to secure stakeholder support in advance of publication and will continue to seek support and funding for this plan, particularly in the run up to the election and then the next spending review.

We are confident that we can secure the support we need for this ambitious programme of evidence generation. Our work programme in 2024/25 will pave the way for this work. In particular:

- We will continue our work conducting three pilot RCTs of For Baby's Sake, WeMatter and Bounce Back 4 Kids, a feasibility study of Restart, and early evaluation development work with Breaking the Cycle and Fathers for Change.
- We will be continuing work to identify the promising programmes delivering services to prevent domestic abuse and support child victims, building on the mapping that the Domestic Abuse Commissioner's Office are undertaking.
- We have commissioned an academic consortium led by University College London (UCL) to develop and operationalise outcome measures for domestic abuse interventions and evaluation. We will seek to develop and build consensus around the evaluation methods which are the strongest and most appropriate in this and the best outcome measures to use.



Relationships for care experienced children

By 2028, our overarching, long-term impact goals are to see:

The identification of at least one intervention that works to support relationships for children with care experience.

Valid and reliable data on care leaver wellbeing being collected nationally in England, serving as a call to action for policy makers.

In 2023-2024:

Over the course of the year, we published several reports within this priority area. This included a rapid review on levels of school non-attendance of children with a social worker in the UK, and a feasibility study across 15 local authorities on how to robustly evaluate the impact of the Staying Close programme.

We have highlighted the need for greater focus on improving care leavers' emotional wellbeing and published qualitative research in collaboration with the McPin Foundation exploring the wellbeing needs of care leavers including challenges faced when transitioning out of care, relationships and other barriers. As part of our work to centre experts by experience, the research was conducted by four McPin peer researchers, individuals with personal experience of leaving care who were recruited, trained and supported by the Foundation to carry out qualitative research for this project. Building on this we also published a zine following a creative workshop with care-experienced young people, researchers and practitioners in May 2023, to voice their thoughts, feelings and responses to some original research. This research, published that same month, looked at the services available across local authorities, and the barriers and facilitators to accessing these services.

In 2024-2025:

The work described above has helped make the case for better national monitoring and data to track care leavers' emotional wellbeing. We are taking forward work to develop a measure for care leavers' wellbeing which will contribute to the development of a wider outcomes framework for our work. We plan to use this to inform the development of the DfE Children's Social Care Dashboard.

Further work in this priority area for 2024-2025 is currently under development and will be focussed on generating evidence needed to inform services in this area. We are aiming first to understand the evidence base on relationships for care experienced young people, as well as on interventions to support relationships, and those with relationships as an outcome. We are exploring activities to fund, including evidence synthesis, a programme of funding and evaluation, and wider policy and influencing work. Discussions with potential partners are already underway, and we have begun the process of identifying potential interventions for evaluation, such as social prescribing and innovative models of foster care matching.



Service and practice models

By 2028, our overarching, long-term impact goal is to see:

The identification of at least one multi agency/whole system model that works to improve child outcomes.

In 2023-2024:

We commissioned UCL and Newcastle University to conduct an Implementation and Process Evaluation (IPE) of Multi-Agency Safeguarding Hubs (MASH) and other similar multi-agency integrated front-door services within children's social care. This evaluation aims to understand and explain how and why MASH contribute to better outcomes for children, young people and their families.

We also began processing the data collected for our Strengthening Families, Protecting Children (SFPC) evaluation. This is a long-term, large-scale impact and IPE of promising practice models in children's social care. The data processing for the No Wrong Door and Family Safeguarding impact evaluations is on track for final analysis. For the Family Valued evaluation, the DfE and the SFPC board approved Foundations' proposal to terminate the RCT due to unexpected contextual obstacles that would have reduced the trial's robustness. Lastly, we commissioned Tavistock to conduct the cost benefit analysis of No Wrong Door and Family Safeguarding which will be completed in 2025.

In 2024-2025:

Our evaluation of SFPC will continue, and is due to conclude in 2027. The No Wrong Door IPE will be finalised and published this year.

This year the IPE of MASH across three local sites will be conducted (including data collection, data analysis and reporting). The Cross-Government Steering Group for MASH will be involved throughout the evaluation (three specific time points have been allocated for Steering Group input on progress of the evaluation and a Q&A session each time). An interim findings report will be shared in September to coincide with planning for reform of the Working Together policy which will be updated in 2025. The final report is due in December 2024.

Practice Guides

We have been commissioned by the DfE to produce four to six Practice Guides in the next two years on the areas where there is sufficient high-quality evidence available to develop recommendations for those leading local services.

This will involve:

- **Scoping:** We will do rapid evidence scoping in ten practice areas, in consultation with the National Practice Group, to inform which topics have sufficient evidence for a systematic review to be commissioned.



- **Systematic Reviews:** Synthesising the best available evidence on a number of topics – each guide will be based on a rigorous systematic review to understand what works for whom and under what circumstances. This will be followed by assessing if there is sufficient evidence to produce evidence-based recommendations.
- **Developing the process:** We will develop a process for turning evidence statements into actionable recommendations working with partners, academics, local leaders, commissioners and people with lived experience.
- **Implementation:** We will work with Local Authorities, the DfE and the sector to promote and support the use of Practice Guide recommendations.

In 2023-2024:

We commissioned systematic reviews on:

- supporting kinship carers and the children in their care
- parenting interventions for families with multiple and complex needs of pre-adolescent children (average age of 0-10)
- mentoring and befriending interventions for children in or leaving care or 'at-risk'
- parenting interventions for parents and carers of children with disabilities, or with severe mental illness.

We have also carried out a qualitative study to understand how decisions about service provision are made in local areas. This will support our understanding of how Practice Guides can most effectively improve outcomes for children and families.

In 2024-2025:

In the first quarter of this year we will publish the first Practice Guide which will be on kinship care. This will be followed by further Practice Guides on parenting interventions for families with multiple and complex needs of pre-adolescent children (average age of 0-10), mentoring and befriending interventions for children in or leaving care or 'at-risk' in Q3 and Q4. We will be launching a new programme of work to support local authorities and their partners to implement practice guide recommendations.

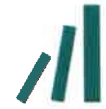
We will also commission two systematic reviews for subsequent Practice Guides on parenting interventions for families with multiple and complex needs of adolescent aged children (average age of 11-19) and interventions to support foster and adoptive carers, and the children that they care for.

Cross-cutting work

We have a number of projects that cut across our priority areas. These projects aim to develop capacity and standards in the sector and enhance the impact of our work.

In 2023-2024:

We provided a range of ad hoc advice and work for the DfE as needed. This included:



- Work to support the development of outcomes in the National Social Care Framework
- Work to support the development of measures in the Children’s Social Care Dashboard linked to the outcomes in the Framework
- Advising the DfE on how evidence might be assembled and drawn on to inform the development of the Early Career Framework
- Supporting the Families First For Children Pathfinders, both in terms of advising on the evaluation and the work done by the pathfinder sites to undertake population needs assessment.

In 2024-2025:

Over the next year we will continue to work on the following cross-cutting projects:

General stakeholders and public affairs: Our cross-cutting stakeholder and public affairs work will be particularly critical in an election year. We will be maximising opportunities to influence both pre-election policy development and to influence a new government post-election, seeking to build cross-government support for our policy goals and for the What Works agenda more broadly. The majority of our work with stakeholders will be project/priority area specific, however we will also do cross-cutting work in this space to build relationships and our ability to influence, including with parliamentarians.

Experts by Experience Panel: We will establish an Experts by Experience panel to provide critical friend support to Foundations to ensure that what we do and say achieves our intended impact, with the unique insight of their lived experience as representatives of our ultimate beneficiaries. Our panel will be formed of **young people aged 16–25** who are care experienced, or had experience of Early Help, Child in Need and Child Protection plans, **and parents and carers**; including birth parents, kinship carers, foster carers, adopters, with experience of a range of services from early intervention onwards.

Foundations’ Toolkit: We are redeveloping Foundations’ web-based clearinghouse function to encompass the former EIF Guidebook, WWCS evidence store and practice guides. We will confirm the content and scope of this function with the aim of rebuilding the website for launch in December 2024.

Irish Guidebook: We are completing our programme assessment for the Irish Guidebook of interventions.

Evidence Standards: We are working to define our evidence standards for the benefit of our work across the organisation including synthesis and evaluation. This will also inform how we share messages about research with our audiences.

Impact measurement: We will develop our approach to measuring progress against our impact goals, including capturing the views of a range of key stakeholders. Measuring our impact will also require us to develop a way of tracking the uptake of evidence-based programmes. We will explore options for doing this, including a baseline measurement and ongoing monitoring.



Building evaluation infrastructure:

- **Research Community Catalyst:**
We are co-funding a 'Research Community Catalyst' with Administrative Data Research UK (ADR UK). This work is funding a consortium of leading academics and data users in England, including the University of Cardiff, Lancaster, Sussex and UCL. The work has three aims:
 1. To grow a community of data users concerned with outcomes for children at risk of poor outcomes
 2. To develop the capacity and capabilities of data users and new data users
 3. To provide strategic direction on data for children at risk of poor outcomes
- **National Institute for Health and Care Research's (NIHR) Pre-Doctoral Local Authority Fellowship (PLAF) Scheme:**
We are co-funding PLAFs with the NIHR. PLAFs support practitioners to undertake research in children's social care. Our funding is supporting one fellowship on the implementation of FGCs in Early Help.
- **PhD Programme:**
In partnership with the Economic and Social Research Council, we are funding three PhD students at UCL to undertake research in key priority areas of work – Family Drug and Alcohol Courts, MASH and Virtual Schools. The work on MASH is of significant interest to the DfE and we are supplementing with this an IPE, to build a richer picture of the implementation of MASH arrangements across the sector.

Publications

As part of the work described above, Foundations and the legacy organisations, the EIF and WWCS, released 35 publications in the 2023-2024 financial year, including tools, evidence reviews, feasibility studies, pilot evaluations and impact evaluations.

Prior to launch as Foundations (WWCS publications):

1. [Review of mental health services for care-experienced young people](#)
2. [Research Learning Communities](#)
3. [An exploratory study of the emotional wellbeing needs and experiences of care leavers in England](#)
4. [Catch Up Literacy](#)

Prior to launch as Foundations (EIF publications):

5. [Evaluating systemic practice within the Supporting Families Programme](#)
6. [The Supporting Families Programme: A rapid evidence review](#)



Legacy publications published on Foundations website:

7. [Learning from innovation – a summary of lessons learned from the children’s social care innovation programme](#)
8. [Evaluation of e-learning training module for social workers supporting LGBTQ+ young people in England](#)
9. [An exploratory study of the emotional wellbeing needs and experiences of care leavers in England](#)
10. [Supervising Designated Safeguarding Leads \(DSLs\)](#)
11. [Impact of the Adoption Support Fund on the mental health of adopted children](#)

Published this financial year as Foundations:

12. [Family Group Conferencing at pre-proceedings stage](#)
13. [Working with male carers to reduce non-accidental injury to infants under 1 year old](#)
14. [Improving outcomes for children with child protection concerns](#)
15. [Evaluating domestic abuse programmes for children & families](#)
16. [Care Leavers’ Emotional Wellbeing: A zine of findings and responses](#)
17. [Tower Hamlets: Developing a theory of change on family mediation as part of the reducing parental conflict offer](#)
18. [School non-attendance by children with a social worker in the UK](#)
19. [Doncaster: Engaging with local drug and alcohol services to strengthen reducing parental conflict support](#)
20. [Sefton: Using a local outcomes framework to promote service integration across reducing parental conflict and early help](#)
21. [Haringey: Developing a parental conflict needs assessment to strengthen partnerships, enhancing family hubs planning](#)
22. [Evaluation of Family Drug and Alcohol Courts](#)
23. [Developing local approaches to improve services for minority ethnic children & families](#)
24. [Care leavers’ experiences of emotional wellbeing support while leaving care](#)
25. [Kirklees: Learning from local stakeholders to strengthen the local response to reducing parental conflict](#)
26. [Understanding the variation in support for kinship carers](#)
27. [Bradford: Relationships Matter](#)
28. [Staying Close feasibility study](#)
29. [Virtual & digital interventions](#)
30. [My View](#)
31. [Strengthening knowledge and awareness in family services of domestic abuse \(SKAFADA\)](#)
32. [Lighthouse Parenting Programme](#)
33. [Learning from peer support in reducing parental conflict](#)

Tools:

34. [Family Hubs Planning Framework](#)
35. [Reducing Parental Conflict Planning Tool](#)



Foundations' organisational development

While significant merger milestones were successfully implemented in 2022-2023, including the launch of a new vision, mission, strategy and brand, we continued a focus on the implementation of our new strategy and developing people in the 2023-2024 financial year.

People

The people at Foundations make our strategic vision possible so we have invested time and resources in building a high-performing team and providing excellent leadership. Our culture is built on accountability, autonomy, and support. We defined excellent line management and rolled out training to all our line managers in Spring 2024. With a strong focus on feedback, our model of line management promotes continuous improvement and helps us achieve high performance.

Our expectation is that everyone at Foundations is high performing, so we can improve the lives of vulnerable children and families, and we have therefore de-coupled pay and performance. We implemented a new pay framework that has fairness and transparency at its heart, because we believe that everyone in the same role should be paid the same salary. This reduces pay inequalities that typically emerge in performance-related pay models.

To further support high performance, we introduced Objectives and Keys Results (OKRs) to set challenging, ambitious goals with measurable results, to keep our work on track. Our approach means that we dedicate organisational energy where it's needed and are flexible and responsive to changing priorities.

Values and Behaviours

In developing our culture, in the newly merged Foundations, we defined the values and behaviours that unite our team and that we expect to see:

- We are **transparent** in our decisions and actions. We are always clear about the work we're doing, the quality we expect and the messages we share with our partners. We keep our promises, and we won't shy away from difficult conversations.
- We are **rigorous** in everything we do, using our expertise and critical thinking to produce high-quality work so that we are a trusted voice. We use our time and resources to do things properly and to a high standard.
- We are **collaborative** in our work and our relationships with partners, funders, colleagues and the families and children we serve. From working with other funders to make substantial investments in evidence generation, to giving power to people who have lived experience of the services we're trying to improve, our partnerships make an enormous difference to the impact of our work.
- We champion **Equality, Diversity, Inclusion and Equity**. We know that the children and families we serve are affected by disadvantage and discrimination that directly reduces their chances of living in a loving and stable family environment. Understanding how services and interventions work for everyone, and actively seeking out what works for



specific groups of people, helps us achieve our mission and vision. And we want a staff team that reflects the diversity of our community, and this means we work hard to be inclusive and accessible, and we are striving to be an anti-racist organisation.

- We make an **impact**. We start all our work by questioning whether it will have an impact and we continually reflect on whether this bears out. Even when it's difficult to do so, we will change course if it means our work will be more impactful.

Equality, Diversity, Inclusion and Equity

We strive to be sector leaders in EDIE, but recognise we have some way to go before achieving this. This year, we took the first steps by developing an EDIE Action Plan that addresses what we will do in our work programme and as an employer.

Our work programme will seek to understand the risk factors disproportionately affecting certain groups and EDIE will be considered in all projects through the entire project cycle. We have agreed that in our future work programme:

- We will explore funding and evaluating interventions by and for minoritized groups, which may include a bespoke funding call.
- We will target local areas with diverse populations for large-scale impact evaluations, giving more diverse samples and also making more sub-group analysis possible, to address the fact that what works evaluation methods provide average effect measurements, which may not reflect outcomes for minoritized groups.
- We will use mixed methods when answering EDI research questions, for example, qualitative methods to understand people's experience of interventions.
- We will use evidence synthesis to understand what works for minoritized groups, given the issues with limited availability of data and small sample sizes.
- We will produce nuanced messages for policy and practice to recognise that broad messaging about what works may not be true for minoritized groups.
- We will consider rapid reviews on different communities and their experiences of services and what has been successfully tried inside and outside of the UK to increase inclusion.

As an employer, we made improving EDIE a priority and established an internal working group to lead changes. The cross-organisational group is responsible for holding us to account for delivering our action plan and bringing voices from every team into discussions about how we can improve. We have identified key priorities for the coming year including a review of our recruitment processes to improve accessibility and the diversity of successful candidates, and changes to our policies and procedures to ensure they meet the needs of our diverse staff group.

Evaluation partners

Our ambition as a funder is to develop networks of partners that will generate evidence around our five priority areas. In 2023, we published an open call to establish this network and appointed 44 evaluation partners from a diverse set of organisations with research expertise in the children's social care and early intervention spaces.



In addition to delivering evaluations, our partners will work with us to foster a collaborative research community whereby knowledge, experience and best practices are shared openly for the purposes of continuous improvement in this space. To realise these aims, in 2024 we have launched a webinar series for our partners to share their learning with each other, to ultimately improve evidence standards in the sector.

Our 44 evaluation partners are:

1. ACE Clinical and Research Centre, University of Glasgow
2. Alma Economics Ltd.
3. Bangor University
4. Bedfordshire University
5. Behavioural Insights Team
6. Cardiff (CASCADE)
7. Central Lancashire University
8. Centre for Evidence and Implementation
9. Coram
10. Cordis Bright
11. Edinburgh Innovations Limited
12. Get the Data
13. Greenwich University
14. Health Inequalities Policy Research Group, Department of Public Health Policy and Systems, University of Liverpool
15. ICF Consulting Services Ltd.
16. IFF Research
17. Institute for Employment Studies
18. Institute for Fiscal Studies
19. Ipsos UK
20. Kantar
21. Kent University
22. Liverpool John Moores University
23. Manchester Metropolitan University
24. NatCen – The National Centre for Social Research
25. National Institute of Economic and Social Research
26. Newcastle University
27. Nottingham Trent
28. Oxford Brookes
29. Oxford University (SPI)
30. QA Research
31. RAND Europe
32. Research in Practice
33. RSM UK Group LLP
34. School of Health & Society, University of Salford
35. Sheffield Hallam University
36. Social Policy & Social Work, School for Business & Society, University of York
37. Sussex University
38. Tavistock Institute of Human Relations
39. The Anna Freud Centre
40. The RTK Ltd
41. UCL's Faculty of Education and Society
42. Ulster University
43. Warwick University (CEDAR)
44. King's College: Policy Institute at King's College & the NIHR Health and Social Care Workforce Research Unit (HSCWRU)



Financial Review

Funding

Foundations is predominantly funded by the DfE with additional, grant funding from the Department for Work and Pensions and the Cabinet Office. Foundations has also carried out contract work for other charitable or governmental organisations. Without this support we would not be able to operate and we are incredibly grateful for the service contracts and grant funding that has been provided.

Basis of preparation of the financial statements

The EIF and WWCS merged with effect from 15 December 2022 to form What Works for Early Intervention and Children's Social Care. Subsequently on 25 May 2023 the merged organisation was renamed Foundations – What Works Centre for Children & Families. In the year under review Foundations operated on a fully merged basis. The EIF legal entity was formally dissolved on 31 October 2023.

A combination of public benefit organisations which meets the definition and criteria of a merger is required to adopt merger accounting principles in preparing its accounts. Accordingly, the comparative figures in the accounts have been presented as if the merged organisations had been a combined entity throughout the comparative period. Adjustments have been made where the accounting policies of the merging entities differed previously to present figures on the basis of uniform accounting policies consistently applied by both organisations over the periods.

Income & expenditure

In the financial year under review income, including grants, and trading activities, was £9,477,860 (2023: £12,988,149). This included grants from the Department for Education totalling £7,713,308 (2023: £11,209,786). The main reason for the change in income and expenditure was the lower level of the Children in Need (CIN) grant, which finished this year. Total expenditure for the year was £9,457,499 (2023: £12,983,409).

Total funds were £2,638,665 as at 31 March 2024 (2023: £2,618,304), all of which are now unrestricted. Restricted funds of £1,553,789, which arose primarily due to differences in the charitable objects of EIF and WWCS prior to the merger, have now been transferred to unrestricted funds, as most of the new work programme falls within the remit of the former EIF.

As part of our post-merger alignment of finance processes, we identified different treatments for VAT. Further analysis led us to conclude that it would be appropriate to make a provision of £406,165 relating to VAT potentially payable in respect of the former WWCS. The provision is included in creditors due within one year.



Reserves

Foundations needs to hold reserves to ensure that it can maintain its operational stability and meet its commitments to staff, suppliers and grantees when they fall due. The charity's policy is to hold a level of reserves that will provide sufficient resilience against the financial impact of funding delays and to provide a financial cushion should funding be reduced or withdrawn.

Based on an evaluation of working capital requirements, the uncertainty around future funding and the run-down costs if funding is withdrawn, the trustees have approved an ongoing reserves target of £2.6m.

The charity aims to hold £2.6m in reserves comprising:

- £1.3m to manage its working capital requirements
- £1.3m to provide a level of mitigation should levels of grant funding reduce significantly or be withdrawn.

As at 31/03/2024, the charity held £2.6m of reserves, in line with the policy.

Risks and uncertainties

The Board and trustees acknowledge their risk management responsibility - risk management is a key strategic activity for the Board. It is routinely woven into the cycle of Board meetings, committee meetings (in particular the Finance Audit and Risk Committee), senior leadership team meetings and project management.

As part of its ongoing cycle of risk management activities, the Board recently approved an updated risk management policy. The policy sets out the strategic context of risk management activities in Foundations, the Board's overall responsibilities and its expectations of other people and groups (such as Board committees and the Chief Executive) within the organisation.

The major risks to the charity have been identified in a comprehensive risk register and management of these are monitored and reviewed by the Finance Audit and Risk Committee at each Committee meeting and reported to each Board meeting. Risks are considered at a strategic, operational and project level. All identified risks are tracked in a risk register, together with and assessment of their impact and likelihood (against a clear and consistent criterion), a summary of the mitigating actions and the risk owner.

Risks may arise from the environment in which Foundations operates, whilst others may relate to the strengths and weaknesses of the charity at this point in its development. Foundations regularly considers the key risks to which it is exposed and articulates its risk response as appropriate. Project risks are identified within the established project management processes. Foundations' operational and strategic risks are identified primarily through senior leadership team discussions, supplemented by discussions with external advisers and trustees. Some risks are mitigated by holding insurance, which is comprehensive. Insured risks include public and employers' liability, professional indemnity and Trustees' liability. Operational risks are managed by having clear



policies and guidance for staff or contractors in the conduct of their work and other internal controls such as delegations of authorities and systems-based controls. External risks are managed on a case-by-case basis, and those risks which the charity cannot fully mitigate are managed by the charity holding sufficient reserves.

The Finance Audit and Risk Committee has assessed the overall risk management process and the major risks to which Foundations is exposed and is satisfied that systems are established to identify and mitigate the charity's exposure to those risks.

The risk categories identified with the highest scores (combined impact and likelihood) after post risk mitigation strategies are as follows:

- Inability to secure new long-term funding after the expiry of the current core grant from the Department for Education and / or unreasonable delivery expectations being attached to any new funding
- Political uncertainty and potential changes in government could result in a reduction in evidence and children's policy as priorities
- Lack of a credible plan for improving Equality, Diversity, Inclusion and Equity (EDIE) in Foundations' work and within the organisation results in a loss of confidence in the organisation
- Lack of influence over short-term policy priorities needed to enable us to deliver complex impact evaluations in partnership with local areas and service providers leads to difficulties in achieving our impact goals
- Failure to build a strong reputation and public profile leads to not being seen as a credible, influential voice in the sector and being unable to work with the partners needed to deliver our impact goals.

These risks have been mitigated through the following actions:

- Advanced discussions with the Department for Education regarding a renewed grant, together with appropriate reserves and contingency management
- Developing relationships with politicians from all major parties, and working with officials on long-term thinking to embed a "What Works" approach in policy development
- A dedicated EDIE action plan to shape our work programme and against which deliverables can be tracked
- Regular meetings with senior officials in central government and dedicated resource to influence local level service providers to ensure priorities are aligned and resources dedicated to the highest impact areas
- Increased focus in working with key national and local sector stakeholders in priority areas, clear organisational positions on important topics and targeted work to increase our public profile at relevant events and, as appropriate, in national press.



Structure, Governance and Management

Foundations – What Works Centre for Children & Families, is a registered charity and a company limited by guarantee, governed by a Memorandum and Articles of Association, updated on 7 December 2022.

Trustees

The board of trustees, who are each legal directors for company law purposes, has ultimate responsibility for Foundations. Trustees are responsible for setting the strategy for Foundations and securing both the public benefit delivered through its outcomes and impact, as well as the sustainability of the charity.

Trustees regularly review the progress of the charity, its funding and the work of its committees.

Until his resignation on 22nd May 2024, the board of trustees was chaired by the Executive Chair, Josh MacAlister OBE. He was appointed as the Executive Chair for Foundations in December 2022. As of 23rd May 2024, Reshard Auladin OBE has assumed the role of Interim Chair. Going forward, Foundations' board will be chaired by a non-Executive Chair, currently being recruited.

Trustees are recruited by the Executive Chair (non-Executive Chair as of 22nd May 2024), subject to approval by the trustees. Appointed trustees are provided with a background briefing about their responsibilities and the objectives, operations, governance, funding and achievements of the charity.

Foundations considers each of the trustees to be independent in character and judgement and understands that they have no relationships that are likely to affect, or could appear to affect, their judgements with regard to the charity. Declarations of interest are required from new Trustees upon appointment and every meeting of the Board requires that any new interests are declared. No remuneration is provided except for reasonable travel and subsistence costs, with the exception of the Executive Chair, where permission was granted from the Charity Commission to aid the merger process and early stages of the new organisation.

There are four sub-committees of the board, each with specific terms of reference set by the board:

1. **Finance Audit and Risk Committee** reviews the risks, controls and financial management of the charity
2. **Grants Committee** reviews funding rounds and agrees which programmes to fund
3. **Evidence to Impact Committee** reviews the activity of the organisation to ensure it is achieving impact in line with the strategy set
4. **People Committee** reviews the organisation's policies and approach to performance management, pay and reward and HR issues and the Executive Chair's performance.

The trustees are also responsible for the appointment of the Chief Executive, to whom they delegate the day-to-day running of the charity. Dr Jo Casebourne was appointed as CEO of the



newly merged Foundations and leads a strong and experienced leadership team to drive the new organisation forward.

Foundations is a What Works Centre. This 'What Works' status places additional responsibility upon the charity to be independent of government and have a clear and relevant policy focus. In all aspects of work Foundations adheres by these standards, irrespective of the funder. The work undertaken by Foundations clearly fits within the remit of a What Works Centre, by focusing on evidence generation and getting that evidence used in policy and practice.

Staff

Our employees are from a diverse range of backgrounds; drawing together expertise and experience from a number of different fields. Trustees record their appreciation of the efforts of the staff, who have made an enormous contribution to the successes of the organisation during the year, particularly in light of the recently completed merger.

The Senior Leadership Team comprises the Chief Executive, Deputy Chief Executive, Director of Evidence, Director of Strategic Planning and Director of Finance. This team meets regularly and is the coordinating group responsible to the Chief Executive for the day-to-day operations of the organisation.

Pay and remuneration

The People Committee reviews the organisation's policies and approach to performance management, pay and reward and HR issues and the Executive Chair's performance. The Executive Chair (Interim Chair as of 23rd May 2024 and non-Executive Chair going forward) reviews the performance and salary of the Chief Executive. The trustees discuss and agree any "cost of living" increases in salaries which are applied to employees, together with the overall framework within which staff pay is set. The setting of all other employees' salaries is delegated to the Chief Executive and Senior Leadership Team, provided that it is within the agreed framework. Increases in salary are dictated by affordability, wider market forces, individual performance and job role.

Auditors

Moore Kingston Smith were re-appointed as the organisation's auditors during the period and have expressed their willingness to continue in that capacity.



Statement of Trustees' Responsibilities

The trustees (who are also directors of Foundations – What Works Centre for Children & Families for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The financial statements have been prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies.



Approved and signed on behalf of the trustees by:

Reshard Auladin OBE

Interim Chair, Board of Trustees

Date: 17/07/24



Reference and Administrative Details

| | |
|---|--|
| Company registration number: | 12136703 |
| Charity registration number: | 1188350 |
| Registered office and operational address: | The Evidence Quarter, Albany House, Petty France, Westminster, London, SW1H 9EA |

Trustees

Previous Trustees

| | |
|---------------------|-----------------------------|
| Fiona Johnson | (Resigned 25 May 2023) |
| Steve Walker | (Resigned 25 May 2023) |
| Lucy Butler | (Resigned 25 May 2023) |
| Bev Barnett-Jones | (Resigned 25 May 2023) |
| Lauren McCann | (Resigned 25 May 2023) |
| Sally Burlington | (Resigned 25 May 2023) |
| Sharon Kemp | (Resigned 25 May 2023) |
| Ben Lucas | (Resigned 25 May 2023) |
| Ryan Shorthouse | (Resigned 25 May 2023) |
| Dr Jide Menakaya | (Resigned 25 May 2023) |
| Martin Pilgrim MBE | (Resigned 28 February 2024) |
| Josh MacAlister OBE | (Resigned 22 May 2024) |

Current Trustees

| |
|--|
| Reshard Auladin OBE, Interim Chair (as of 23 May 2024) |
| Jenny Coles |
| Ailsa Swarbrick |
| Kelly Beaver MBE |
| Professor Nicholas Pearce |
| Professor Paul Ramchandani |
| David Otudeko (Appointed 30 November 2023) |

Chief Executive

Dr Jo Casebourne



Bankers

| | |
|-------------------|---------------|
| Lloyds Bank Plc | CCLA |
| 25 Gresham street | PO Box 12892 |
| London | Dunmow, Essex |
| EC2V 7HN | CM6 9DL |

Solicitors

| | | |
|-------------------|------------------------|-----------------|
| Bates Wells | Birketts LLP | Browne Jacobson |
| 10 Queen St Place | Providence House | 15th Floor |
| London | 141-145 Princes Street | 6 Bevis Marks |
| EC4R 1BE | Ipswich, Suffolk | London |
| | IP1 1QJ | EC3A 7BA |

Auditors

Moore Kingston Smith LLP
9 Appold Street
London
EC2A 2AP

Foundations – What Works Centre for Children & Families was incorporated as a company limited by guarantee on 2 August 2019: Company No. 12136703 under the name What Works for Children’s Social Care. Following a merger of the company on 15 December 2022 with the Early Intervention Foundation the name was temporarily changed to What Works for Early Intervention and Children’s Social Care and then to Foundations – What Works Centre for Children & Families on 25 May 2023.

Country of incorporation: England and Wales.

Foundations – What Works Centre for Children & Families was registered as a charity on 4 March 2020. Charity No. 1188350.

Country of registration: England and Wales.



Independent Auditors' Report to The Trustees of Foundations

Opinion

We have audited the financial statements of Foundations – What Works Centre for Children & Families ('the company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of financial statements section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.



Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.



Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 27, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our



conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.



There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP.

James Saunders (Senior Statutory Auditor)

for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street

London

EC2A 2AP

Date: 23/7/2024



Financial statements

Statement of Financial Activities (Including Income and Expenditure account) for the Year Ended 31 March 2024

| | Note | Unrestricted fund £ | Restricted fund £ | 2024 total £ | 2023 total £ |
|--|-----------|---------------------------|-------------------------|--------------------|--------------------|
| Income from: | | | | | |
| Charitable activities | 3 | 3,149,203 | 6,045,110 | 9,194,313 | 12,743,684 |
| Trading activities | 4 | 283,547 | - | 283,547 | 244,465 |
| Total Income | | <u>3,432,750</u> | <u>6,045,110</u> | <u>9,477,860</u> | <u>12,988,149</u> |
| Expenditure on: | | | | | |
| Charitable activities | 5 | 3,412,389 | 6,045,110 | 9,457,499 | 12,983,409 |
| Total Expenditure | | <u>3,412,389</u> | <u>6,045,110</u> | <u>9,457,499</u> | <u>12,983,409</u> |
| Net income/(expenditure) for the year | | 20,361 | - | 20,361 | 4,740 |
| Transfers between funds | | 1,553,789 | (1,553,789) | - | - |
| Net movement in funds | | 1,574,150 | (1,553,789) | 20,361 | 4,740 |
| Reconciliation of funds | 19 | | | | |
| Balances at 1 April 2023 | | 1,064,515 | 1,553,789 | 2,618,304 | 2,613,564 |
| Balances at 31 March 2024 | | <u>2,638,665</u> | <u>-</u> | <u>2,638,665</u> | <u>2,618,304</u> |

All amounts relate to continuing activities.

All recognised gains and losses are included in the Statement of Financial Activities.

The notes on pages 39 to 59 form part of these financial statements.



Balance Sheet as at 31 March 2024

| | Note | 2024 | 2023 |
|---|---------------|--------------------|--------------------|
| | | £ | £ |
| Fixed assets | | | |
| Tangible fixed assets | 14 | 51,385 | 89,121 |
| | | <u>51,385</u> | <u>89,121</u> |
| Current assets | | | |
| Debtors | 15 | 2,314,611 | 757,247 |
| Cash at bank and in hand | | <u>2,559,536</u> | <u>2,849,442</u> |
| | | 4,874,147 | 3,606,689 |
| Current liabilities | | | |
| Creditors: amount falling due within one year | 16 | <u>(2,286,867)</u> | <u>(1,077,506)</u> |
| Net current assets | | 2,587,280 | 2,529,183 |
| Net assets | | <u>2,638,665</u> | <u>2,618,304</u> |
| Funds | 19, 20 | | |
| Restricted funds | | - | 1,553,789 |
| Unrestricted funds | | <u>2,638,665</u> | <u>1,064,515</u> |
| | | <u>2,638,665</u> | <u>2,618,304</u> |

The financial statements were approved by the Board and authorised for issue on and signed on their behalf by:

Reshard Auladin OBE

Interim Chair, Board of Trustees

Date: 17/07/24

Company registration number: 12136703



Statement of Cash Flows for the year ended 31 March 2024

| | Note | 2024 £ | 2023 £ |
|---|-----------------------|------------------|------------------------|
| Net cash provided by operating activities | 21 | (303,452) | 236,161 |
| Cash flows from investing activities: | | | |
| Interest received | | 13,546 | 4,643 |
| Purchase of tangible fixed assets | | - | (40,024) |
| Net cash (provided by)/used in investing activities | | <u>13,546</u> | <u>(35,381)</u> |
| Net increase/(decrease) in cash and cash equivalents | | (289,906) | 200,780 |
| Cash and cash equivalents at the beginning of the year | | <u>2,849,442</u> | <u>2,648,662</u> |
| Cash and cash equivalents at end of year | | <u>2,559,536</u> | <u>2,849,442</u> |
| | | | |
| | | 2024 £ | 2023 £ |
| Analysis of cash and cash equivalents | | | |
| Cash at bank and in hand | | <u>2,559,536</u> | <u>2,849,442</u> |
| Total cash and cash equivalents | | <u>2,559,536</u> | <u>2,849,442</u> |
| | | | |
| | As at 1 April 2023 | Cash flows | As at 31 March 2024 |
| Analysis of changes in net debt | £ | £ | £ |
| Cash at bank and in hand | <u>2,849,442</u> | <u>(289,906)</u> | <u>2,559,536</u> |
| Total | <u>2,849,442</u> | <u>(289,906)</u> | <u>2,559,536</u> |



Notes to the Financial Statements for the year ended 31 March 2024

1. Charity Information

Foundations – What Works Centre for Children & Families is a charitable company limited by guarantee registered in England and Wales with the registration number 12136703. The registered office address is Albany House, Petty France, Westminster, London, England SW1H 9EA.

2. Accounting Policies

Basis of preparation

The Early Intervention Foundation and What Works for Children’s Social Care merged with effect from 15 December 2022 to form What Works for Early Intervention and Children’s Social Care. Subsequently on 25 May 2023 the merged organisation was renamed Foundations – What Works Centre for Children & Families.

A combination of public benefit organisations which meets the definition and criteria of a merger is required to adopt merger accounting principles in preparing its accounts. Accordingly, these accounts have been presented as if the merged organisations had been a combined entity throughout the prior period. Adjustments have been made where the accounting policies of the merged entities differed previously to present figures on the basis of uniform accounting policies consistently applied by both organisations over the prior period.

These financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the revaluation of investments being measured at fair value through income and expenditure within the Statement of Financial Activities.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these financial statements. The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)(Charities SORP (FRS 102), the Financial

Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. Additional information has been provided where this increases understanding of the figures.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest pound.

The following accounting policies have been applied consistently during the current and previous year.



Going concern

The Trustees have assessed whether the use of going concern is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the group to continue as a going concern. The Trustees have made this assessment for the period of at least one year from the date of approval of the financial statements.

As at 31 March 2024, the charity has total reserves of £2,638,665. The charity has agreed funding with the Department for Education to March 2025. It is anticipated that the DfE will confirm future funding for 2025-26 onwards before the end of the 2024-25 financial year.

If core funding is not obtained, the charity has an exit strategy in place. Based upon this and further funding for project work, the charity is well-placed to manage operational and financial risks successfully for the foreseeable future.

Having reviewed forecasts prepared by management the Trustees are confident that the charity and the group will continue to meet its obligations as they fall due and that therefore the going concern basis continues to be appropriate.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Income

Income is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Donations are recognised on receipt. Donations from fundraising ventures are shown gross, with the associated costs included in fundraising costs. Other income is accounted for on a receivable basis.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.



Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both the direct costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees, statutory reporting, legal costs and Trustee expenses linked to the strategic management of the charity.

Overhead and support costs have been allocated first between the cost of generating voluntary income, charitable activity and governance. Where overhead and support costs relating to costs of generating voluntary income and charitable activities cannot be directly allocated, these have been apportioned based on the head count for each activity.

Grants are recognised as expenditure in the year when the charity creates a legal or constructive obligation.

An obligation arises, and expenditure is recognised in the financial statements, when a funding agreement has been signed by both parties and evaluations by the charity confirm the milestones set out in the agreement and any other terms and conditions of funding have been satisfactorily met.

Grants payable but unpaid at the balance sheet date are recognised as grant commitments under creditors.

Investments

On 27 August 2021 the charity incorporated The Evidence Quarter C.I.C, a community interest company without share capital which is a 100% owned subsidiary of Foundations - What Works Centre for Children & Families. During the period from incorporation up to the year ended 31 March 2024 this company was dormant and did not trade. The subsidiary is not material to the Group and therefore Group accounts have not been prepared.



Tangible fixed assets

Items of equipment are capitalised where the combined purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Where assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

| | |
|-----------------------|---------|
| Computer equipment | 3 years |
| Office equipment | 5 years |
| Fixtures and fittings | 5 years |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Impairment of fixed assets

At each reporting end date, the charitable company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions

Creditors and provisions are recognised where the charitable company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

Financial instruments

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.



The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Taxation

The charity is a registered company, number 12136703 and is exempt from corporation tax under the provisions of Sections 466-493 of the Corporation Taxes Act 2010.

Leases

Operating lease costs are charged to the Statement of Financial Activities as incurred, on a straight-line basis over the term of the lease term.

Pensions

All qualifying employees are invited to join the charitable company's defined contribution scheme. For those employees who are opted into the defined contribution scheme, the charitable company makes a contribution currently equivalent to 6-8% of gross salary into the schemes. The charitable company's contribution is charged to the Statement of Financial Activities in the financial year. The charitable company has no liability under the scheme other than for the payment of these contributions.

Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense to the Statement of Financial Activities as they fall due.

Critical accounting estimates and judgements

In the application of the charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.



The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

(i) Useful economic life of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic life and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on future economic utilisation and the physical condition of the assets. See note 14 for the carrying value of tangible fixed assets and the accounting policies for the useful economic lives for each class of asset.



| 3. Income from charitable activities | Unrestricted funds | Restricted funds | 2024 total | 2023 total |
|--|---------------------------|-------------------------|-------------------|-------------------|
| | £ | £ | £ | £ |
| Grants | 2,690,793 | 6,045,110 | 8,735,903 | 11,972,984 |
| Contracts with charitable purposes | 458,410 | - | 458,410 | 770,700 |
| | <u>3,149,203</u> | <u>6,045,110</u> | <u>9,194,313</u> | <u>12,743,684</u> |
| For the year ended 31 March 2023 | <u>5,989,297</u> | <u>6,754,387</u> | | <u>12,743,684</u> |
| Grants | | | | |
| DfE Core grant | 2,690,793 | 4,944,686 | 7,635,479 | 6,805,821 |
| CiN grant | - | 77,829 | 77,829 | 4,403,965 |
| ETF Grants | - | 632,203 | 632,203 | 76,365 |
| DWP Grant | - | 390,392 | 390,392 | 496,460 |
| DLUHC Grant | - | - | - | 140,000 |
| Home Office | - | - | - | 36,065 |
| Nuffield Foundation | - | - | - | 14,308 |
| | <u>2,690,793</u> | <u>6,045,110</u> | <u>8,735,903</u> | <u>11,972,984</u> |
| For the year ended 31 March 2023 | <u>5,390,026</u> | <u>6,582,958</u> | | <u>11,972,984</u> |
| | | | | |
| 4. Income from other trading activities | Unrestricted funds | Restricted funds | 2024 total | 2023 total |
| | £ | £ | £ | £ |
| Rental income | 225,956 | - | 225,956 | 229,060 |
| Other income | 44,045 | - | 44,045 | 10,762 |
| Interest income | 13,546 | - | 13,546 | 4,643 |
| | <u>283,547</u> | <u>-</u> | <u>283,547</u> | <u>244,465</u> |
| For the year ended 31 March 2023 | <u>241,977</u> | <u>2,488</u> | | <u>244,465</u> |

Rental income is from tenants who occupy spare desks at the Evidence Quarter.



| 5. Charitable activities | Notes | 2024 total | 2023 total |
|--|--------------|-------------------|-------------------|
| | | £ | £ |
| Grant expenditure on activities | 7, 8 | 3,688,137 | 6,508,124 |
| Direct costs on charitable activities | | 54,620 | 324,844 |
| Salaries and Wages | 12 | 4,436,054 | 4,630,420 |
| Support costs | 9 | 1,204,912 | 1,280,953 |
| Governance costs | 9 | 73,776 | 239,068 |
| | | <u>9,457,499</u> | <u>12,983,409</u> |
| Analysis by fund | | | |
| Unrestricted funds | | 3,412,389 | 6,093,534 |
| Restricted funds | | 6,045,110 | 6,889,875 |
| | | <u>9,457,499</u> | <u>12,983,409</u> |
| | | 2024 | 2023 |
| | | £ | £ |
| 6. Net income for the year before transfers | | | |
| This is stated after charging: | | | |
| Depreciation | | 37,736 | 37,847 |
| Other operating leases | | 243,631 | 278,436 |
| | | <u>281,367</u> | <u>316,283</u> |
| | | 2024 | 2023 |
| | | £ | £ |
| 7. Grant expenditure (see notes 5 and 8) by funders | | | |
| Core grant | | 2,660,969 | 2,021,358 |
| CiN grant | | 107,810 | 4,238,358 |
| SFIIP grant | | 25,000 | 218,755 |
| ETF grant | | 770,222 | 29,653 |
| SFPC grant | | 44,840 | - |
| DWP grant | | 79,296 | - |
| | 5, 8 | <u>3,688,137</u> | <u>6,508,124</u> |



8. Grant expenditure by institution

| | | | 2024 | 2023 |
|--------------------------------------|-------|---------------------------------|-------------|-------------|
| | | | £ | £ |
| Achieving for Children | CiN | Education Project | - | 13,333 |
| Action for Children | Core | Breaking the Cycle | 24,769 | - |
| Alma Economics | Core | Evaluation Guidance Review | 12,000 | - |
| Alma Economics | Core | Economic Benefits | 23,640 | - |
| Anna Freud Centre | Core | Pine Progression | - | 74,922 |
| Anna Freud Centre | Core | Lighthouse | - | 19,467 |
| Anna Freud Centre | Core | Parenting Interventions | 107,492 | - |
| Anna Freud Centre | DWP | Reducing Parental Conflict | 79,296 | - |
| Barnardo's | CiN | CSA | - | 55,100 |
| Barnardo's | Core | Let's Connect | - | 347,000 |
| Bath & NE Somerset CC | Core | Lighthouse | - | 2,400 |
| Behavioural Insight | ETF | Breaking the Cycle | 74,979 | - |
| Behavioural Insight | ETF | Fathers for Change | 97,333 | - |
| Blackburn with Darwen Council | CiN | Education Project | - | 19,245 |
| Brighton & Hove CC | CiN | Education Project | - | 14,677 |
| Cardiff University | CiN | Social Workers in Schools | - | 195,862 |
| Cardiff University | Core | Spark Grant | - | 20,812 |
| Cardiff University | Core | Advocacy Services | 3,930 | - |
| Catch Up | CiN | Sign of Potential | - | 4,500 |
| CEI Global UK | Core | Pine Progression | - | 75,904 |
| CEI Global UK | Core | Rapid Review | - | 59,960 |
| CEI Global UK | Core | Evidence Review on Kinship Care | 89,940 | - |
| CEI Global UK | Core | Parenting Systematic Review | 149,995 | - |
| CEI Global UK | Core | SeMore Evaluation | 7,590 | - |
| Centre for Homelessness Impact | ETF | Staying Close | - | 10,200 |
| City of York Council | Core | Changemakers | 48,250 | - |
| College of Policing | ETF | Staying Close | - | 6,066 |
| Coram | Core | Pine Progression | - | 136,395 |
| Coram | SFIIP | | - | 133,621 |
| Coram | Core | Let's Connect | - | 137,153 |
| Coram | Core | FGC Data Strand | 86,083 | - |
| Cordis Bright | Core | Rapid Review | - | 39,998 |
| Cordis Bright | ETF | Restart | 149,960 | - |
| Cumbria CC | CiN | Education Project | - | 36,225 |
| Cumbria CC | CiN | Social Workers in Schools | - | 244,333 |
| Devon CC | CiN | Social Workers in Schools | - | 171,249 |
| Economic and Social Research Council | Core | Administrative Data project | - | 200,000 |
| Essex CC | CiN | Education Project | - | 64,828 |
| Gateshead CC | CiN | Education Project | - | 20,619 |
| Gateshead CC | CiN | Social Workers in Schools | - | 140,772 |
| GMCA | CiN | Education Project | - | 143,111 |
| Hartlepool BC | CiN | Education Project | - | 23,120 |
| Hertfordshire CC | CiN | Education Project | - | 50,509 |
| Hull City CC | CiN | Social Workers in Schools | - | 136,242 |
| IFF Research | CiN | School Based Project | - | 19,793 |
| IFF Research | ETF | Bounce Back 4 Kids | 129,336 | - |
| Institute for Employment Studies | CiN | Sign of Potential | - | 21,763 |
| Ipsos MORI | CiN | Sign of Potential | - | 5,492 |



| | | | 2024 | 2023 |
|--------------------------------------|-------|---|-------------|-------------|
| | | | £ | £ |
| Ipsos MORI | Core | My View | - | 55,851 |
| Ipsos MORI | Core | Evaluation of ISAFE | - | 179,644 |
| KCL | CiN | School Based Project | - | 28,330 |
| KCL | Core | MeeToo | - | 13,344 |
| KCL | SFIIP | | - | 31,224 |
| Kinship | ETF | Kinship | - | 13,387 |
| LB Croydon | CiN | Education Project | - | 21,204 |
| LB Croydon | CiN | Social Workers in Schools | - | 183,443 |
| LB Ealing | CiN | Social Workers in Schools | - | 261,458 |
| LB Hackney | CiN | Social Workers in Schools | - | 126,390 |
| LB Hammersmith & Fulham | CiN | Education Project | - | 11,550 |
| LB Haringey | CiN | Social Workers in Schools | - | 91,435 |
| LB Harrow | CiN | Social Workers in Schools | - | 157,175 |
| LB Hillingdon | CiN | Education Project | - | 11,736 |
| LB Lambeth | CiN | Social Workers in Schools | - | 130,219 |
| LB Lewisham | CiN | Education Project | - | 21,663 |
| LB Merton | CiN | Education Project | - | 20,094 |
| LB Merton | CiN | Social Workers in Schools | - | 170,085 |
| LB Merton | Core | Changemakers | 48,250 | - |
| LB Southwark | CiN | Social Workers in Schools | - | 142,591 |
| LB Southwark | Core | Pine Progression | - | 75,002 |
| LB Sutton | CiN | Social Workers in Schools | - | 169,408 |
| LB Tower Hamlets | CiN | Social Workers in Schools | - | 208,065 |
| Liverpool John Moore's | Core | Mentoring and Befriending | 113,425 | - |
| McPin | Core | Care Leaver Mental Health | - | 60,000 |
| Meditation Now | Core | Pine Progression | - | 59,800 |
| MeeToo | Core | MeeToo | - | 35,101 |
| National Centre for Social Research | SFIIP | | - | 7,130 |
| Newcastle CC | CiN | Education Project | - | 16,044 |
| Newcastle CC | CiN | Social Workers in Schools | - | 86,314 |
| NHS Cambs and Peterborough | Core | CAMHS Intervention | - | 1,872 |
| NIESR | CiN | Education Project | - | 55,140 |
| NIESR | CiN | Sign of Potential | - | 23,221 |
| NIESR | CiN | Supervising DSLs | 67,810 | - |
| Nottinghamshire CC | CiN | Education Project | - | 13,854 |
| Oxford Brookes | Core | Audience Research Practice Guides | 89,140 | - |
| PACT / Parents and Children Together | Core | Bounce Back 4 Kids | 266,816 | - |
| RAND Europe | ETF | For Baby's Sake | 146,498 | - |
| Safelives | Core | Restart | 201,542 | - |
| Somerset CC | CiN | Social Workers in Schools | - | 38,280 |
| Staffordshire CC | CiN | Social Workers in Schools | - | 173,658 |
| Stockport BC | Core | Changemakers | 48,250 | - |
| Swindon BC | CiN | Social Workers in Schools | - | 219,191 |
| Tameside | CiN | Social Workers in Schools | - | 168,217 |
| Tavistock Institute | SFPC | Cost benefit analysis | 44,840 | - |
| The Fatherhood Institute | Core | Improving Safeguarding | - | 211,540 |
| The Fatherhood Institute | Core | Fathers 4 Change | 105,990 | - |
| The For Baby's Sake Trust | Core | For Baby's Sake | 400,571 | - |
| Together for Children | CiN | Education Project | - | 18,275 |
| University College London | Core | Rapid Review | - | 36,571 |
| University College London | Core | Multi Agency Safeguarding | 199,430 | - |
| University of Central Lancashire | Core | Domestic Abuse and Early Help Workforce | - | 85,026 |
| University of Greenwich | Core | Spark Grant | - | 27,018 |



| | | | 2024 | 2023 |
|--------------------------|-------|-----------------------------|------------------|------------------|
| | | | £ | £ |
| University of Oxford | SFIIP | | 25,000 | 46,780 |
| University of Oxford | Core | Higher Education | - | 20,000 |
| University of Oxford | Core | Domestic Abuse Rapid Review | - | 7,100 |
| University of Oxford | Core | Spark Grant | - | 26,128 |
| University of Oxford | CiN | Social Workers in Schools | 40,000 | - |
| University of Oxford | Core | Health Assessment measure | 4,200 | - |
| University of Sussex | Core | Core Outcome Measures | 145,000 | - |
| Verian | ETF | WeMatter | 172,116 | - |
| Victim Support | Core | WeMatter | 436,416 | - |
| Walsall BC | CiN | Education Project | - | 20,152 |
| Wirral BC | CiN | Social Workers in Schools | - | 122,699 |
| Wirral BC | Core | Changemakers | 48,250 | - |
| Wolverhampton BC | CiN | Social Workers in Schools | - | 147,693 |
| Wolverhampton University | Core | NOREAM | - | 13,352 |
| | | | 3,688,137 | 6,508,124 |

9. Support costs

| | Support Costs | Governance costs | 2024 total | 2023 total |
|--------------------------------|----------------------|-------------------------|-------------------|-------------------|
| | £ | £ | £ | £ |
| Depreciation | 37,737 | - | 37,737 | 37,847 |
| Legal, professional, HR | 170,670 | 43,896 | 214,566 | 463,522 |
| Other finance costs | 736 | - | 736 | 1,640 |
| Office administration | 279,502 | - | 279,502 | 337,086 |
| Premises costs | 494,934 | - | 494,934 | 488,541 |
| Marketing and public relations | 167,718 | - | 167,718 | 66,164 |
| Other Staff Costs | 39,573 | - | 39,573 | 88,506 |
| Audit fees - Statutory Audit | - | 20,400 | 20,400 | 20,360 |
| Audit fees - Other | - | 9,480 | 9,480 | 5,700 |
| Accountancy | 14,042 | - | 14,042 | 10,655 |
| | 1,204,912 | 73,776 | 1,278,688 | 1,520,021 |

10. Auditors remuneration

| | 2024 | 2023 |
|---|-------------|-------------|
| | £ | £ |
| Audit of the charity's financial statements | 20,400 | 20,360 |
| Other audit-related assurance services | | |
| Grant certification | 9,480 | 5,700 |
| Non- audit services | | |
| All other non-audit services | 4,954 | 17,320 |



11. Trustees

Until his resignation on 22nd May 2024, the charity had a paid executive chair approved by the Charity Commission, Josh MacAlister OBE, whose remuneration during the year was £78,000 (2023: £15,500). In addition, the charity made pension contributions of £4,680 (2023: £1,087) in respect of Josh MacAlister. No other Trustees received any remuneration in the years ended 31 March 2024 and 31 March 2023.

Travel and accommodation expenses totalling £7,125 for one Trustee were paid by the charity in the year (2023: three trustees, £3,441).

12. Employees

| Average number of monthly employees during the year: | 2024 Number | 2023 Number |
|--|----------------|----------------|
| Executive Chair | 1 | - |
| Chief Executive Officer | 1 | 1 |
| Grant making, evaluation and dissemination staff | 50 | 59 |
| Administration staff | 22 | 24 |
| | <u>74</u> | <u>84</u> |

The key management personnel of the charity are considered to be the CEO and the various directors.

The remuneration and employee benefits of key management personnel amounted to £664,190 in the year under review (2023: £857,344).

| Staff costs comprise: | 2024 £ | 2023 £ |
|-----------------------|------------------|------------------|
| Salaries & wages | 3,798,912 | 3,923,856 |
| Social security costs | 385,192 | 427,456 |
| Other pension costs | 251,950 | 279,108 |
| | <u>4,436,054</u> | <u>4,630,420</u> |

Included in staff costs is a termination payment of £20,672 paid to a former employee (2023: £10,533).



The number of employees whose annual remuneration was £60,000 or more were:

| | 2024 | 2023 |
|---------------------|---------------|---------------|
| | Number | Number |
| £60,000 - £69,999 | 5 | 8 |
| £70,000 - £79,999 | 2 | 1 |
| £80,000 - £89,999 | 3 | 3 |
| £90,000 - £99,999 | - | 3 |
| £100,000 - £109,999 | 1 | - |
| £110,000 - £119,999 | - | 1 |
| £120,000 - £129,999 | 1 | - |

13. Fixed asset investments

The charity holds a 100% investment in a subsidiary undertaking, The Evidence Quarter C.I.C. This was incorporated on the 27 August 2021 and has remained dormant in the period under review.

14. Tangible fixed assets

| | Fixtures and fittings | Computers and IT Equipment | Total |
|------------------------------------|------------------------------|-----------------------------------|----------------|
| Cost | £ | £ | £ |
| At 1 April 2023 | 79,476 | 104,188 | 183,664 |
| Additions | - | - | - |
| At 31 March 2024 | <u>79,476</u> | <u>104,188</u> | <u>183,664</u> |
| Depreciation | | | |
| At 1 April 2023 | 29,468 | 65,075 | 94,543 |
| Depreciation charged in the year | 15,901 | 21,835 | 37,736 |
| Eliminated in respect of disposals | - | - | - |
| At 31 March 2024 | <u>45,369</u> | <u>86,910</u> | <u>132,279</u> |
| Carrying amount | | | |
| At 31 March 2024 | <u>34,107</u> | <u>17,278</u> | <u>51,385</u> |
| At 31 March 2023 | <u>50,008</u> | <u>39,113</u> | <u>89,121</u> |



| 15. Debtors: Amounts falling due within one year | Notes | 2024 | 2023 |
|---|--------------|------------------|----------------|
| | | £ | £ |
| Other debtors | | 2,687 | 1,868 |
| Grants and contracts income receivable | | 2,133,633 | 672,855 |
| Prepayments and accrued income | | 178,291 | 82,524 |
| | | <u>2,314,611</u> | <u>757,247</u> |

Grants receivable include DfE core grant claims of £1,837,225 (2023: £148,421)

| | Notes | 2024 | 2023 |
|---|--------------|------------------|------------------|
| | | £ | £ |
| 16. Creditors: amounts falling due within one year | | | |
| Trade creditors | | 50,967 | 114,879 |
| Other taxation and social security | | 109,450 | - |
| Deferred income | 17 | 156,645 | 530,793 |
| Other creditors | | 475,409 | 110,944 |
| Accruals | | 1,494,396 | 320,890 |
| | | <u>2,286,867</u> | <u>1,077,506</u> |

Other creditors include a VAT provision of £406,165 (2023: nil)

Accruals include grants payable of £1,396,240 (2023: £158,137)

| 17. Deferred income | Notes | 2024 | 2023 |
|---------------------------------|--------------|--------------------|---------------------|
| | | £ | £ |
| Other deferred income | | | |
| Other deferred income | | 156,645 | 530,793 |
| Deferred income brought forward | | 530,793 | 67,920 |
| Grants received in the year | | 8,361,755 | 12,435,857 |
| Grants recognised in the year | 3 | <u>(8,735,903)</u> | <u>(11,972,984)</u> |
| Deferred income carried forward | | <u>156,645</u> | <u>530,793</u> |

Deferred income represents grants received in advance. The income is deferred when the grant agreements are subject to conditions which are still to be met and which are outside the control of the charity or when grants or income are received in advance and specified by the donor or other party as relating to specific accounting periods.



18. Retirement benefit schemes

Defined contribution schemes: The charitable company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

The charge to SOFA in respect of defined contribution schemes was £251,950 (2023: £279,108).

Contributions totalling £36,180 (2023: £73,950) were payable to the fund at the balance sheet date and are included in other creditors.

19. Funds

The income funds of the charity include restricted funds comprising unexpended balances of donations and grants held on trust for specific purpose.

Movement in funds 2023-24

| | Balance at 1 April 2023 | Income | Expenditure | Transfers | Balance at 31 March 2024 |
|-------------------------------|-------------------------------|------------------|--------------------|--------------------|--------------------------------|
| Restricted funds | | | | | |
| DfE grant | - | 4,944,686 | (4,944,686) | - | - |
| CiN grant | - | 77,829 | (77,829) | - | - |
| HHP grant | 139 | - | - | (139) | - |
| ETF grants | - | 632,203 | (632,203) | - | - |
| DWP grant | - | 390,392 | (390,392) | - | - |
| EIF General fund | 1,271,531 | - | - | (1,271,531) | - |
| EIF Designated fund | 282,119 | - | - | (282,119) | - |
| Total Restricted Funds | 1,553,789 | 6,045,110 | (6,045,110) | (1,553,789) | - |
| Unrestricted Funds | 1,064,515 | 3,432,750 | (3,412,389) | 1,553,789 | 2,638,665 |
| Total Funds | 2,618,304 | 9,477,860 | (9,457,499) | - | 2,638,665 |

Transfers

Transfers represent the net under/overspends on grants transferred to unrestricted funds in line with grant agreements. A reserves transfer has been made from the former EIF reserves to the unrestricted reserves, which reflects the amount of the 2023-24 expenditure incurred within the parameters of the former EIF objectives, capped at the total value of the EIF reserves



Unrestricted Funds

These are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes..

Restricted Funds

These are funds which are to be used in accordance with specific restrictions imposed by donors and any unexpended funds are held on trust for those specific purposes.

Restricted funds were as follows:

- DfE grant: This was the DfE core grant for specific projects
- CiN grant: This was for specified work on the Children in Need project.
- HHP grant: This was for specified work on the Healthier Happier Professionals project.
- ETF grants: This was for specific work on three different projects; Stay Close and Kinship, which have now been completed, and Domestic Abuse which will continue in 2024-25.
- DWP grant: This grant from the DWP was for specified work on a project on Reducing Parental Conflict.
- EIF General fund: As a consequence of the merger, the unrestricted reserves of the Early Intervention Foundation at the date of the merger, 15 December 2022, became restricted reserves of the merged charity as EIF's charitable objects were slightly narrower than those of What Works for Children's Social Care.
- EIF Designated Fund: Included in EIF's unrestricted reserves prior to the merger were funds designated for 'Special Projects' supporting the strategy of EIF. At their July 2023 meeting the trustees agreed that the designation could be removed.



Movement in funds 2022-23

| | Balance at 1 April 2022 | Income | Expenditure | Transfers | Balance at 31 March 2023 |
|-------------------------------|-------------------------------|-------------------|---------------------|-----------------|--------------------------------|
| Restricted funds | | | | | |
| Care review grant | 1,210 | - | (1,211) | 1 | - |
| CiN grant | - | 4,403,965 | (4,403,965) | - | - |
| HHP grant | 139 | - | - | - | 139 |
| ETF grants | - | 76,365 | (76,365) | - | - |
| EIF General fund | 1,281,632 | 173,917 | (305,206) | 121,188 | 1,271,531 |
| EIF Designated fund | 413,907 | - | - | (131,788) | 282,119 |
| DfE grant | - | 1,415,795 | (1,415,795) | - | - |
| DWP grant | - | 496,460 | (496,460) | - | - |
| DLUHC grant | - | 140,000 | (140,000) | - | - |
| Home Office | - | 36,065 | (36,065) | - | - |
| Nuffield Foundation | - | 14,308 | (14,808) | 500 | - |
| Total Restricted Funds | 1,696,888 | 6,756,875 | (6,889,875) | (10,099) | 1,553,789 |
| Unrestricted Funds | 916,676 | 6,231,274 | (6,093,534) | 10,099 | 1,064,515 |
| Total Funds | 2,613,564 | 12,988,149 | (12,983,409) | - | 2,618,304 |

As a consequence of the merger, the unrestricted reserves of the Early Intervention Foundation at the date of the merger, 15 December 2022, became restricted reserves of the merged charity.



20. Analysis of net assets between funds

| | Unrestricted funds £ | Restricted funds £ | Total £ |
|---|-------------------------------------|-----------------------------------|--------------------|
| Fund balances at 31 March 2024 are represented by: | | | |
| Tangible assets | 51,385 | - | 51,385 |
| Net current assets | 2,587,280 | - | 2,587,280 |
| | 2,638,665 | - | 2,638,665 |
| | Unrestricted funds £ | Restricted funds £ | Total £ |
| Fund balances at 31 March 2023 are represented by: | | | |
| Tangible assets | 89,121 | - | 89,121 |
| Net current assets | 975,394 | 1,553,789 | 2,529,183 |
| | 1,064,515 | 1,553,789 | 2,618,304 |

21. Net cash provided by operating activities

| | 2024 £ | 2023 £ |
|--|------------------|----------------|
| Surplus for the year | 20,361 | 4,740 |
| Adjustment for: | | |
| Depreciation and impairment of tangible fixed assets | 37,736 | 37,847 |
| Movement in working capital: | | |
| (Increase)/decrease in debtors | (1,557,364) | 103,445 |
| (Decrease)/increase in creditors | 1,583,509 | (368,101) |
| Increase/(decrease) in deferred income | (374,148) | 462,873 |
| Interest receivable | (13,546) | (4,643) |
| Net cash provided by operating activities | (303,452) | 236,161 |

22. Related party transactions

Kelly Beaver, a trustee of the charity, is the chief executive of Ipsos MORI and a Senior Research Fellow of Kings College London. During the year grants of nil (2023: £240,717) were paid to Ipsos MORI and nil (2023: £72,898) to Kings College London.



Jenny Coles, a trustee of the charity, is a trustee of Coram's Children's charity. During the year grants of £86,083 were paid to Coram (2023: £407,169).

None of the above transactions had any security, bad debts, write-offs or guarantees associated with them. All were made in the ordinary course of business, the associated trustees derived no benefit from them and were not involved in any decisions to award the grants.

There were no donations from related parties which were outside the normal course of business and no restricted donations from related parties.

There were no other related party transactions in the period under review.

The board of trustees are committed to transparency where there is or may be perceived to be a conflict of interests with the work of the Foundations. Details of any relevant disclosures are made annually in the Trustees' Report.

23. Operating lease commitments

The charitable company's total future minimum lease payments under non-cancellable operating leases relating to property is as follows:

| | 2024 £ | 2023 £ |
|-----------------------|---------------|----------------|
| Within 1 year | 91,212 | 278,436 |
| Between 2 and 5 years | - | 180,029 |
| Over 5 years | - | - |
| | <u>91,212</u> | <u>458,465</u> |

24. Merger of Early Intervention Foundation and What Works for Children's Social Care

The Early Intervention Foundation, a company limited by guarantee (company number: 08066785) and a registered charity (registered number: 1156052) and What Works for Children's Social Care (company number: 12136703), a registered charity (registered number: 1188350) merged with effect from 15th December 2022 to form What Works for Early Intervention and Children's Social Care. All of the charitable undertaking, assets and liabilities of the Early Intervention Foundation were transferred to What Works for Children's Social Care. All of the trustees of the Early Intervention Foundation became trustees of What Works for Children's Social Care which was renamed What Works for Early Intervention and Children's Social Care.

Subsequently on 25 May 2023 the company was renamed Foundations – What Works Centre for Children & Families.



A combination of public benefit organisations which meets the definition and criteria of a merger is required to adopt merger accounting principles in preparing its accounts. Accordingly, these accounts have been presented as if the merged organisations had been a combined entity throughout the prior period and comparative figures restated on the same basis. Adjustments have been made where the accounting policies of the merging entities differed previously to present figures on the basis of uniform accounting policies consistently applied by both organisations over the prior period.

The analysis of the principal components of the Statement of Financial Activities for the year ended 31 March 2023 is as follows:

| | Early Intervention Foundation | What Works for Children's Social Care | What Works Early Intervention and Children's Social Care | Combined Total |
|------------------------------|--|--|---|---------------------------|
| | (Pre-merger) | (Pre-merger) | (Post-merger) | 2023 |
| | £ | £ | £ | £ |
| Total Income | 1,829,517 | 6,544,473 | 4,614,159 | 12,988,149 |
| Total Expenditure | 2,012,000 | 6,461,787 | 4,509,622 | 12,983,409 |
| Net movement in funds | (182,483) | 82,686 | 104,537 | 4,740 |

The analysis of the net assets as at the date of merger, 15 December 2022, is set out below:

| | Early Intervention Foundation | What Works for Children's Social Care | Transfers | Combined Total |
|--------------------|--|--|------------------|---------------------------|
| | £ | £ | £ | £ |
| Net Assets | 1,513,055 | 1,000,712 | - | 2,513,767 |
| Represented by: | | | | |
| Unrestricted funds | | | | - |
| General fund | 1,281,631 | | (1,281,631) | - |
| Designated fund | 231,424 | | (231,424) | - |
| Restricted funds | - | 1,000,712 | 1,513,055 | 2,513,767 |
| Total funds | 1,513,055 | 1,000,712 | - | 2,513,767 |

As a consequence of the merger, the unrestricted reserves of the Early Intervention Foundation became restricted reserves of the merged charity.



The following adjustments were made in order to align accounting policies:

| | £ |
|--|------------------|
| EIF Funds brought forward as at 1 April 2022 | 1,639,036 |
| Adjustment to EIF funds brought forward as a consequence of adopting revised depreciation rates | <u>5,138</u> |
| Restated funds brought forward as at 1 April 2022 | <u>1,644,174</u> |
| | 2023 |
| | £ |
| Change in the depreciation charge for assets of the Early Intervention Foundation as a consequence of adopting revised depreciation rates. | <u>1,368</u> |

Any charges between EIF and WWCS have been eliminated in preparing the merged accounts.

Accounts



What Works Centre for Children & Families

REPORT AND FINANCIAL STATEMENTS

For the year ended 31 March 2023

Company number: 12136703
Charity number: 1188350



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REFERENCE AND ADMINISTRATIVE DETAILS

Company registration number: 12136703

Charity registration number: 1188350

Registered office and operational address: The Evidence Quarter, Albany House, Petty France, Westminster, London, SW1H 9EA

Trustees

Previous Trustees:

Professor Leon Feinstein (Resigned 8 July 2022)

Professor Elaine Sharland (Resigned 25 October 2022)

Jack Feintuck (Resigned 21 September 2022)

Fiona Johnson (Resigned 25 May 2023)

Steve Walker (Resigned 25 May 2023)

Lucy Butler (Resigned 25 May 2023)

Bev Barnett-Jones (Resigned 25 May 2023)

Lauren McCann (Resigned 25 May 2023)

Sally Burlington (Appointed 15 December 2022, Resigned 25 May 2023)

Sharon Kemp (Appointed 15 December 2022, Resigned 25 May 2023)

Ben Lucas (Appointed 15 December 2022, Resigned 25 May 2023)

Ryan Shorthouse (Appointed 15 December 2022, Resigned 25 May 2023)

Dr Jide Menakaya (Appointed 15 December 2022, Resigned 25 May 2023)

Current Trustees:

Josh MacAlister, Executive Chair (Appointed 15 December 2022)

Jenny Coles

Ailsa Swarbrick

Reshard Auladin OBE (Appointed 15 December 2022)

Kelly Beaver MBE (Appointed 15 December 2022)

Professor Nicholas Pearce (Appointed 15 December 2022)

Martin Pilgrim MBE (Appointed 15 December 2022)

Professor Paul Ramchandani (Appointed 15 December 2022)

Chief Executive:

Dr Jo Casebourne



Bankers

Lloyds Bank Plc
25 Gresham street
London
EC2V 7HN

HSBC Bank plc
Canary Wharf Commercial Centre
Level 33, 8 Canada Square
London
E14 5HQ

Solicitors

Bates Wells
10 Queen St Place
London
EC4R 1BE

Birketts LLP
Providence House
141-145 Princes Street
Ipswich
Suffolk
IP1 1QJ

Browne Jacobson
15th Floor
6 Bevis Marks
London
EC3A 7BA

Auditors

Moore Kingston Smith LLP
9 Appold Street
London
EC2A 2AP

Foundations – What Works Centre for Children and Families was incorporated as a company limited by guarantee on 2 August 2019: Company No. 12136703 under the name What Works for Children’s Social Care. Following a merger of the company on 15 December 2022 with the Early Intervention Foundation the name was temporarily changed to What Works for Early Intervention and Children’s Social Care and then to Foundations – What Works Centre for Children and Families on 25 May 2023.

Country of incorporation: England and Wales.

Foundations – What Works Centre for Children and Families was registered as a charity on 4 March 2020. Charity No. 1188350.

Country of registration: England and Wales.

Reference and administrative information set out on pages 4-5 forms part of this report.



TRUSTEES' REPORT

For the year ended 31 March 2023

The trustees (who are also directors of Foundations – What Works Centre for Children and Families for the purposes of company law) present their report and the audited financial statements for the year ended 31 March 2023. The financial statements comply with the current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Merger of the Early Intervention Foundation and What Works for Children's Social Care

The Early Intervention Foundation (EIF) was established as an independent charity in 2012 to champion early intervention to improve outcomes for vulnerable children, followed in 2019 by What Works for Children's Social Care, whose remit was to provide a rigorous evidence base supporting good practice in children's social care. Both organisations were part of the What Works Network and shared the objective of improving policy making and practice through the use of evidence and both were largely funded by the Department for Education (DfE). In 2021 the two organisations entered into discussions about the potential for a merger, for a number of reasons.

Firstly, it had been argued for some time within and beyond government that there were a number of what works centres focused on children and families and bringing some of them together could strengthen the impact of the What Works Network as a whole. Fewer centres could have broader and more ambitious remits, delivering more and making it easier to maximise outcomes for children and young people. Merging organisations allowed for more research to be commissioned and conducted, as well as research that was more ambitious in focus and scale. Bringing WWCS and EIF together was a key way of achieving this.

Secondly, the collaborative working and building of expertise that would take place within a single, larger organisation could also allow for greater impact of research. For example, standards of evidence could be harmonised; a unified data archive allowing a wide variety of secondary research could be developed; data science work on early intervention could complement existing work in children's services; and a comprehensive understanding of the life chances of young people inside and outside the care system could be developed and communicated with a single, coherent voice. WWCS and EIF already had shared audiences, used complimentary methods and worked on similar issues, meaning that it would be easy to create a shared research programme.

Thirdly, a merger also made sense in policy terms. In May 2022, the Independent Review of Children's Social Care recommended a new strengthened system of effective support for families at national and local level, to encompass both early intervention and social care, and recommended a



single ‘what works’ body to generate evidence and ensure it is used in national policy and local delivery. A single centre could support the ambitions to bring together and strengthen support available to families across the early help and social work systems.

Finally, a merger could lead to better value for money for government, as functions in two organisations could come together and back-office support and leadership could be shared. A major focus for 2022/23 was therefore to merge the two organisations, to form ‘Foundations – What Works Centre for Children and Families’.

Merger discussions were publicly announced in May 2022. In July 2022 the Boards of both charities agreed on the legal ‘conditions precedent’ of the merger and in recognition of the DfE’s support for the merger, DfE provided a letter of intent to fund the merged entity for the next two financial years at existing funding levels.

In October 2022, Josh MacAlister was appointed as the Executive Chair for the new organisation and Dr Jo Casebourne (CEO of EIF) was appointed as CEO, providing a strong and experienced leadership team to drive the new organisation forward. The merger was successfully executed on 15 December 2022 and the new entity became known temporarily as What Works for Early Intervention and Children’s Social Care (WWEICSC).

Merger integration remained a key priority for the remainder of the 2022/23 financial year and included a full strategy process, with pro-bono support from Boston Consulting Group, work programme development, re-branding and a restructure process. Working at pace and with an unrelenting focus on creating an impactful organisation, the new organisation ended the financial year in a strong position to launch a new vision, mission, strategy, and brand in early summer 2023; and on 25 May 2023 the organisation’s name was changed to Foundations –What Works Centre for Children and Families.

Objectives

The Articles of Association of Foundations - What Works Centre for Children and Families state that the charity exists to:

- Promote the care, safety and upbringing of children and young people
- Relieve the needs of children, young people and families arising as a result of their being at risk or in social care
- Advance the effectiveness and efficiency of public services and the voluntary sector
- Advance education and research; and
- Advance any other purposes recognised as charitable in England & Wales for the time being.

In particular (but without limitation) through the research, evaluation and dissemination of practice, policies, resources, and programmes intended to promote best practice and better outcomes in the care of children and young people across the UK and beyond.



Public benefit

In shaping our objectives and planning our activities for the year, the Trustees have given consideration to the duties set out in section 17 (5) of the Charities Act 2011 to have due regard to public benefit and to the Charity Commission Guidance on public benefit, including their guidance in PB2 (Public Benefit:Running a Charity). In particular, the Trustees have considered how the planned activities will contribute to the overall aims and objectives that they have set.

The Trustees believe that the paragraphs specifically on 'Objectives' and 'Our Impact' in this report relate in detail the benefit that the charity provides to the public.

Our impact

Throughout the year, EIF and WWCS in pursuing the objectives set out above have continued to have a significant impact on policy and practice, working as independent entities and increasingly in partnership ahead of the merger in December 2022 and subsequently as one charity. The following summarises our key impact on the sector in this financial year:

Independent Review of Children's Social Care – EIF conducted a significant review of interventions for vulnerable children and families and more broadly had a direct impact on the review content and recommendations on family help. WWCS were the research partner to the review and conducted a series of evidence reviews to fill key gaps, listed below:

- Understanding formal kinship care arrangements in England
- Understanding service provision for children in need in England
- Understanding residential care for children in care in England
- Commissioning secure children's homes placements in England
- Are local authorities achieving effective market stewardship for children's social care services?
- What is the impact of policy interventions on child maltreatment and children's social care outcomes? Evidence matrix
- Teenagers in contact with social care: what works to keep them safe and improve their outcomes
- Improving the quality of decision making and risk assessment in children's social care: a rapid evidence review
- Improving the chances of successful reunification for children who return home from care: a rapid evidence review
- Evidence summaries

Our research directly impacted the recommendations made by the review, including on diversity of leadership in children's social care and arrangements for safeguarding partnerships. The headline recommendation to introduce a new system of Family Help is aligned with the messages from a range of our research publications, both for the review and prior to it, that make a strong case for



effective early intervention for families as a way of improving outcomes and safely reducing the number of children who need statutory interventions and care.

The review responded positively to our influence on the role of evidence in improving the system and the chapter titled ‘A system that is relentlessly focused on children and families’ talks extensively about how evidence and data should be used to create learning cycles that support improved practice and the role that our organisation plays in embedding the best available evidence about what works throughout the system.

Stable Homes, Built on Love – following the care review, both EIF and WWCS were heavily involved in the development of the government’s response including:

- **Providing challenge and support as members of the National Practice Group**, along with a small number of influential directors of children’s services and safeguarding partners, in recognition of the important role that evidence plays in the reform programme. This group is advising government on the best approaches to implementing the reform programme including, developing the National Social Care Practice Framework, Early Career Framework and revisions to Working Together to Safeguard Children.
- **Developing plans for DfE to develop National Practice Guides in children’s social care based on high standards of evidence.** DfE and the National Practice Group accepted our recommendation that the guides should be based on the best available evidence about what works, with a rigorous and robust process for developing practice guides underpinned by clear evidence standards. This led to taking forward the first stage of what will become a long-term programme of work that will transform the way evidence is communicated to the sector and supported by policy levers.
- **Developing the National Social Care Practice Framework, outcomes and dashboard;** working closely with DfE, we supported the formulation of the National Social Care Framework, reshaping the outcomes in the framework (child outcomes and system enablers) so they can be properly measured. The framework will become statutory guidance in 2023, which means we have helped to set the direction and purpose of children’s social care for the foreseeable future.
- **Embedding evidence and evaluation in a raft of government funded reforms**, including interventions such as Family Drug and Alcohol Courts, Family Group Conferencing and Staying Close. The implementation strategy is both based on our evidence and includes opportunities for further evidence generation where evaluation is embedded into delivery and practice models.
- **Acting as an evaluation partner to the pathfinder programmes.** We have agreed a role as an evaluation partner advising and supporting DfE to put in place the strongest possible evaluations of care review reforms including Families First for Children, Family Network Support Packages and Regional Care Cooperatives.

Influence on DfE decisions to cease funding Social Workers in Schools and Supervision of Designated Safeguarding Leads. WWCS conducted two large school-based studies, using randomised controlled trials, looking at their impact on children’s social care outcomes, including referrals for social work assessment and entry to care. Both studies found that



although the interventions were well-liked by those involved in delivery and those receiving services, they did not have a positive effect on outcomes.

- Our strong recommendation to DfE that they cease to fund the programmes was accepted and DfE wrote to local authorities notifying them of this decision on the day of publication.
- This represents a huge saving to the public purse as it prevented expenditure on interventions that do not improve key child outcomes.
- This was included as an example of impact in the minister's speech at the recent event celebrating ten years of the What Works Network and positively received by colleagues in cabinet Office and HMT.

These studies are also important in demonstrating that high quality randomised controlled trials (RCTs) are possible in children's social care and should be used to evaluate interventions.

Family Hubs policy and local practice – EIF strongly influenced DfE policy, secured funding to support local areas around delivery/implementation, and informed metrics:

- The DfE and DHSC programme guide for local authorities on Family Hubs and Start for Life suggests that LAs use EIF guidance and Guidebook of evidence-based interventions in making decisions about the use of funding for parenting support and the home learning environment.
- The DfE and DHSC Family Hub model framework (an implementation guide for local authorities covering both practice and commissioning guidance) draws heavily from previous EIF work.
- We influenced the design of a quasi-experimental impact evaluation work strand within the national evaluation of Family Hubs, by providing technical advice to DfE commissioned evaluators on methodology, impact, and value for money of family hubs.
- Impact was achieved through work with local authorities (LAs) on Family Hub Development:
 - 5 sites were supported to create consensus with stakeholders on how to take forward local system transformation
 - 4 sites were supported with the development of a system level Theory of Change
 - There is some evidence of changes relevant to improving services in local areas, including skillsets (knowing what to do and how to do it), mindsets (positive feelings towards change) and relationships (supportive culture for change).
- Widespread dissemination of EIF resources:
 - All areas have access to a high-quality guidance supporting systems change via the National Centre for Family Hubs (NCFH) implementation toolkit
 - The resource on population needs assessment and other EIF resources have been included in the UNICEF toolkit on infant mental health and early development
 - EIF maturity matrices are highlighted in the recent Parent Infant Relationship Services commissioning support toolkit, co-developed by the Parent Infant Foundation and Newcastle University.



Improved Home Office evaluations of Domestic Abuse services

EIF and WWCS's work to highlight the lack of evidence as to what improves outcomes and evaluation challenges have led to the Home Office strengthening evaluation of the £8m Children Affected by Domestic Abuse (CADA) fund.

Domestic abuse is highly prevalent, affecting as many as one in five children. It is the most common reason for any referral to children's social care, is a factor in 50% of social worker assessments of Children in Need, over half of serious case reviews and two-thirds of child contact applications. Despite this, there have been no robust studies to evaluate the impact of services and the UK evidence for what works to support children and families where domestic abuse is a problem is very weak. We have consistently highlighted these issues with government and made the case for strengthening the evidence in this area and government has undertaken new work to build the evidence as a result:

- **Home Office:** The Home Office have made a commitment to “*maximizing understanding of what works to improve outcomes for children who are victims of Domestic Abuse*” in the Domestic Abuse Plan. Our work highlighted for the Home Office some of the common weaknesses of evaluations (small sample sizes, unclear measures, over reliance of qualitative data etc.) that they funded as part of their £8m Children Affected by Domestic Abuse (CADA) Fund - and that this meant none had demonstrated positive impact. As a result, the Home Office are now working differently in the second phase of the fund and have appointed an independent evaluation partner to work with the projects as part of phase 2. We are involved in the advisory group for these evaluations.
- **DfE:** We have helped DfE work out how best to progress their aim of building the evidence of what works to support families affected by domestic abuse. We have helped increase policy colleagues' understanding of the challenges to carrying out impact evaluation within this sector and the time required to do this well. This has helped them to understand that the most useful work that is possible within a single financial year is to work with a small number of areas/providers to carry out feasibility testing to pave the way for future impact evaluation. We are now working directly with 4 local areas/providers to carry out early-stage evaluation work and hope to carry out pilot RCT's in 23/24.
- **A successful application to the Cabinet Office Evaluation Accelerator Fund 2022** will now enable us to fund pilot impact evaluations of promising domestic abuse interventions. This significant investment (£640k over two years) will be hugely valuable to a sector that is fraught with challenges, and brings the potential for substantial future impact.

National Safeguarding Children's Review Panel – WWCS continued to work closely with the National Panel, once again reviewing Safeguarding Partners' annual reports to identify the current range of priorities across partnerships, the extent to which they comply with the requirements in Working Together to Safeguard Children and their use of evidence and evaluation. The analysis builds on last year's report and was published in December 2022, alongside the Panel's annual report. It has a series of recommendations to help areas improve their reporting and increase the focus on impact, evidence, assurance, and learning. The findings from the review have



fed into recent guidance from the Panel for Safeguarding Partners, thereby improving the way partners operate together and report on their activity in the future.

Mother and Baby Prisons Unit Review – Working closely with the Chief Social Worker for Children and Families on her review of prison mother and baby units (MBUs), we conducted a thematic evidence review and in-depth examination of decision-making in England and Wales to look at whether access to MBU is fair and in the best interests of children. The review had a series of recommendations to improve the system and they have been accepted by DfE and the Ministry of Justice and will be incorporated into a coming revision of Working Together to Safeguard Children.

Reducing Parental Conflict (RPC) – we developed a range of practical guides to support practitioners to speak with families about parental conflict and these have been utilised by local areas. Through analysis of 130 planning tools, we can demonstrate that local areas are making progress with RPC programmes, including collecting data and commissioning independent evaluation. We held 5 webinars with approximately 590 attendees and 19 further events, including workshops and communities of practice, intensive support to 11 local areas to progress aspects of their local RPC programmes and critical friend support to 13 local areas to support local evaluation activities.

Both organisations published a range of high-quality reports, thereby increasing the availability of evidence about what works:

EIF publications

- **What Works to Improve the Lives of England’s Most Vulnerable Children (May 2022)**. This report was included as an appendix to the Independent Review of Children’s Social Care and is referenced extensively in the document. The report has had 1,233 pageviews and 795 downloads on the EIF website. This report has informed discussions with DfE and Department for Levelling Up, Housing and Communities (DLUHC) about how to mobilise the evidence within current work and future policy direction.
- **Improving the Way Family Support Service Work for Minority Ethnic Families (June 2022)**. Impact from this work was seen in advance of the official publication, with several references made to it pre-publication in the Independent Review of Children's Social Care. This study was also referenced in the recent Office of the Children’s Commissioner (OCC) [Part One of the family review](#).
- **Adolescent Mental health: A Systematic Review on the Effectiveness of School-Based Interventions (July 2022)**. The major evidence review [Adolescent mental health: A systematic review on the effectiveness of school-based interventions](#) was welcomed by leading academics, DfE (resulting in EIF invited to sit on the Behaviour Hubs steering group), Office for Health Improvement and Disparities (OHID) and influential charities, including the Children and Young People’s Mental Health Coalition.

In the last financial year, we have also **assessed 14 programmes for inclusion on the EIF Guidebook**.



WWCSC publications

WWCSC released 26 publications in this financial year, including descriptive analysis, feasibility studies, pilot evaluations and impact evaluations:

1. [Pilot evaluation of our skills](#)
2. [Evaluation of the early help services provided as a part of the cluster collaborative in Leeds](#)
3. [What are the characteristics and needs of mothers who access acute postpartum psychiatric care and have children's social care involvement?](#)
4. [Kinship Connected: the feasibility of a pilot randomised controlled trial investigating outcomes for children in kinship care](#)
5. [Future You](#)
6. [Progress mentor pilot evaluation](#)
7. [Towards early identification of mental health problems in children's social care](#)
8. [The perceived impact of peer parental advocacy on child protection practice](#)
9. [Safeguarding partners' annual reports analysis 2020-21](#)
10. [LGBTQ+ young people's experiences of residential social care in England](#)
11. [Creative life story work](#)
12. [Thriving babies: confident parents](#)
13. [A review of the applications to mother and baby units in prisons](#)
14. [No recourse early action model](#)
15. [We can talk about domestic abuse](#)
16. [Safeguarding practice for young people and adults who have experienced CSE](#)
17. [Putting kitbag to work](#)
18. [UK social work practice in safeguarding disabled children and young people](#)
19. [Pilot evaluation of Affordable Maths Tuition](#)
20. [Pilot evaluation of transition support](#)
21. [Supervising designated safeguarding leads \(DSLs\)](#)
22. [Impact of the adoption support fund on the mental health of adopted children](#)
23. [Social workers in schools trial](#)
24. [Evaluation of the early help services provided as a part of the cluster collaborative in Leeds](#)
25. [What are the characteristics and needs of mothers who access acute postpartum psychiatric care and have children's social care involvement?](#)
26. [Kinship Connected: the feasibility of a pilot randomised controlled trial investigating outcomes for children in kinship care](#)

In addition to this, WWCSC have continued to run a large portfolio of primary research projects (due to report in 2023-2026) and to drive-up standards of evaluation in children's social care. WWCSC contributed to the National Audit Office's review of Evaluation in Children's Social Care and were praised in the final report as having 'transformed the evidence base' in the sector.



OUR NEW STRATEGY

Following the completion of the merger in December 2022, the merged organisation has reviewed its strategy, with a view to better defining its aim and objectives, bringing together the strengths, expertise, and achievements of the two legacy organisations, with a renewed focus on impact. We believe that we will achieve impact by being very focused about our purpose and the mechanisms by which we will influence our audiences and ultimately improve outcomes for children and families.

Our vision is that vulnerable children have the foundational relationships they need to thrive in life.

Our mission is generating and championing actionable evidence that improves services to support family relationships.

There are too many children in crisis or chronic situations without the support they need, even though many people are working hard to make the lives of vulnerable children better. The earlier we make the right interventions, the fewer families could reach crisis. We believe a focus on strengthening family relationships for vulnerable children is a key part of the solution. Our vision is for a society in which vulnerable children have the family or other close relationships they need to thrive in life.

As a What Works Centre, and proud member of the What Works Network, we will help to realise this vision through generating and championing the actionable evidence needed to change the system for the better. And by influencing policy and guiding practice to improve services that support family relationships and drive forward better outcomes for vulnerable children.

We know that family circumstances, parental behaviours, and the home environment shape children's outcomes. Relationships with parents and caregivers lay the foundations for life by helping children to be safe, well and thrive. The quality of these relationships is a significant influence on children's long-term mental health and life chances. We also know that, for children who are unable to live with their parents, an enduring relationship with a trusted and supportive adult is critically important to repair trauma and support them to go on to flourish.

Of course, there are also other factors at play. There are significant risk factors, such as poverty, or disability, where the solution lies elsewhere. We know that a focus on family in isolation will not mitigate all problems, but we believe strengthening family relationships and other close relationships is an important place to concentrate our efforts. We want to see a society that understands and supports the critical role that family relationships – in all their forms – play in a child's development, health, and wellbeing. Where children live safely and happily at home, with the foundations they need to reach their full potential. And where those who cannot live at home have the stable, enduring relationships they need to thrive in life.



We will work with national policymakers and local system leaders to translate evidence into solutions for effective family support services and bring evidence and rigour to critical interventions in the lives of children facing risks in the family environment. To achieve this, we will work to improve the following child outcomes¹:

- Children and young people are supported by their family to develop and thrive
- Children and young people are safe in their homes²
- Children, young people, and families stay together as much as is safely possible
- Children in care and care leavers have stable, loving relationships.

Improving child outcomes is our ultimate focus but it will not always be feasible to influence these directly through our work, given the multiple factors impacting on them. We have therefore included the organisational outcomes we are seeking to achieve, and the indicators we will use to measure progress, within our five priority areas.

Our guiding principles

We have identified five principles that will underpin how we work to deliver our strategy. They will guide us in all that we do:

1. We will actively pursue a preventative and early intervention approach in our work

Support must be available to families at the earliest opportunity: families often say they receive help too late. We know that the more entrenched problems become, the more difficult they are to deal with. It is crucial that local systems and services pick up early signs that families are facing problems, struggling to cope, or are at risk. There are a range of early intervention programmes that have been shown to be effective in building family relationships and strengths and reducing risk, which have good evidence of improving outcomes for children. In all our priority areas we will seek to identify the most effective early interventions that can be provided.

2. We will use robust and transparent evidence standards to generate and champion rigorous evidence

There is a lack of high-quality evidence available to support decision- and policymaking in providing effective support for children and families. We will use robust and transparent evidence standards to synthesise and generate high quality evidence about what works. Working with local leaders and national policymakers, we will determine and communicate what the findings mean for those taking decisions with and for children and families.

3. We will seek change so that children and families have more power in how services work

Services should be accountable for the experiences of the children and families they support. Yet, these experiences are often not captured or acted on. We have an important role to play in bringing about this change. First, our research and policy work will advance the use of child and family experience measures across services. Second, our rigorous

¹ These outcomes mirror those in the government's new National Children's Social Care Framework

² The National Social Care Framework outcome is "children and young people are safe in and outside their homes". As per our strategy, we are focusing on the family environment and have therefore chosen not to look at extra-familial harm.



impact evaluations will mean we promote approaches more likely to work for children and families. Third, we will directly include the voices of children, young people and families in areas of our work. We will work with our Experts by Experience Panel and include people with direct experience on our advisory groups and boards.

4. We will ensure our work actively promotes equality, diversity, inclusion, and equity

There are substantial racial disparities in early intervention and children’s social care that cannot be explained by deprivation alone. Differences in representation of minoritised ethnic groups are present across the children’s social care system. These differences indicate that some groups don’t receive the support they need, resulting in poorer outcomes, while others are more likely to have a higher level of intervention. A lack of data limits the research that can be done, but we will consider what can be learnt about racial disparity in every study we carry out. We will speak up for families who experience racial discrimination and use evidence about what works to call for change. Our goal is to be a leader in all aspects of equality, diversity, inclusion, and equity (EDIE).

5. We will work with partners to enact change

We will only ever be able to deliver a part of the change we seek. We will make careful decisions about the role we might play and where we need to work in partnership to achieve our aims. We will work with others where we know that we can bring about greater impact by working in collaboration. We will seek partners across our work including research, communications, dissemination and supporting evidence use – publishing open calls to reach a diverse range of potential partners.

Our approach

We want to see a society where vulnerable children have the foundational relationships they need to thrive in life. This means working to ensure that family support services strengthen family relationships, maintain family relationships for children in care where it is safe to do so, or build positive trusting relationships for children for whom it is not possible to have family relationships. To do this, we will generate and champion the actionable evidence needed to change the system for the better, driving decisions and improving services to support quality relationships. And we will influence national policy and decisions about local services, so the right actions are taken at the right times, leading to better outcomes for vulnerable children.

We will make a difference through:

1. Generating and championing high-quality, actionable evidence about what works

We will identify new and promising approaches in early intervention and children’s social care and develop a pipeline of interventions and approaches that can be evaluated for impact. We will work with others to understand the demand for evidence, the biggest gaps, and what children and families need the most.

2. Influencing policy and practice to use evidence to drive better decision making

We will influence government policy to fund and/or promote the approaches proven to improve outcomes and shift spending away from those that do not. We will shine a light on the evidence available, to help national policymakers increase the number of decisions based on evidence. At a local level, we will increase capability, opportunity, and motivation for evidence use by providing tools and guidance for commissioners and service leaders, to support more effective services and practice.



3. Increasing demand for evidence about what works to improve family relationships

We will work to increase demand for evidence on how to improve the family environment, making the case for:

- a. Increasing the prioritisation of, and investment in, effective preventative and early intervention approaches at national and local levels
- b. The research community building evidence on racial disparity and using findings to call for change
- c. A national focus on how children and their families experience services and can have more power in how services work.

We will draw on different approaches and capabilities to bring about the changes we want to see, working across the research and impact cycle of evidence, evaluation, national influencing, local delivery and communications to:

- Conduct evidence syntheses which summarise what is known in areas which support our strategy and can help us achieve our impact
- Generate evidence about which interventions improve child outcomes, through evaluations that examine whether, how, and why they work
- Develop a case-by-case approach to national influencing in our priority areas, with the aim of influencing national policy development, funding decisions and local delivery
- Work with local leaders to support decision-making on how to increase the availability of services that have evidence of improving child outcomes
- Champion activities that have been shown to improve child outcomes, and the use of evidence and evaluation to improve better decision-making.

Our audiences

Our organisation exists to improve child outcomes, but as we don't deliver services, we cannot achieve this directly. We therefore rely on key audiences to use evidence to change policy and practice. Our audiences are defined as follows:

Primary audience

We aim to influence those who can improve the availability and use of evidence-based support for families. These decision-makers are:

- **Ministers** (e.g., in His Majesty's Treasury, Department for Education, Department for Levelling Up, Housing, and Communities, Department for Work and Pensions, Home Office and Department for Health and Social Care)
- **National policymakers** (e.g., Permanent Secretaries, Director Generals, Directors and Deputy Directors in His Majesty's Treasury, Department for Education, Department for Levelling Up, Housing, and Communities, Department for Work and Pensions, Home Office and Department for Health and Social Care, Ofsted) and policy teams in relevant government departments
- **Local system leaders** (e.g., Local Authority chief executives, Directors of Children's Services, commissioners, heads of services)



- **Regional and local political leaders** (e.g., Metro Mayors, lead members for children’s services)
- **Judiciary** (e.g. District, Circuit and High Court Judges in the family division)

Secondary audience

Our secondary audiences shape the work of practitioners, deliver services, influence our primary audiences, or fund research. These include:

- **Sector and workforce bodies** (e.g., Association of Directors of Children’s Services, Local Government Association, British Association of Social Workers, National Police Chief’s Council, NHS England)
- **National charities** who deliver services for vulnerable children (e.g., the ‘big five’ children’s charities)
- **Research funders** (e.g., the Economic and Social Research Council)
- **Parliamentary select committees/All Party Parliamentary Groups** (e.g., the Education Select Committee)

Ultimate audience

Our ultimate audience are the family-facing practitioners listed below, as they are the people who can deliver evidence-based approaches that improve children’s outcomes. Given the scale and diversity of this group, it is not feasible for our organisation to reach them directly, so we will work with our primary and secondary audiences, who have a greater reach and influence over the workforce. We recognise that behaviour change is complex and requires more than a ‘top-down’ approach, so we will ensure that our work with primary and secondary audiences is carefully designed to enable us to achieve impact with our ultimate audiences.

- Social workers
- Family support workers
- Parenting practitioners
- Children and Adolescent Mental Health Services
- Police
- Midwives and Health visitors

Partners

We will also work together with the broader evidence community (such as other what works centres, research organisations and universities) as well as other influencers of the audiences above. For example, an important partner will be the National Safeguarding Practice Review Panel, who we will work with to support the national panel process and share messages about what has been shown to improve outcomes.



Plans for future periods

Our five priority areas

We have five priority areas that make up 80 per cent of our work. The remaining 20 per cent will be responsive to the changing policy environment.

These five areas were selected using criteria including the scale of the problem, the level of policy interest, the maturity of the current evidence base and the potential for achieving impact.

They will be reviewed regularly to ensure we are tackling the most important issues that improve the family environment to achieve positive outcomes for vulnerable children.

Across these areas, we will use the following measures as indicators of our impact in improving the lives of children and families:

- Increase in the use of evidence-based interventions and approaches available for children and families
- Increase in the number of government programmes that promote evidence-based interventions and approaches
- Increase in the number of policies and practice that embed high quality evaluation
- Increase in the number of interventions and approaches shown to have an impact (and that can be recommended for delivery) in our priority areas
- Decrease in the use of interventions and approaches proven to be ineffective/that have no impact on child outcomes
- Improvements in the capability, opportunity, and motivation of local leaders to deploy evidence-based interventions and approaches (because we know these things are precursors to behaviour change).

We will also use the following indicators of impact in our work to influence local system leaders to improve the availability and use of evidence-based support for families:

- Increased commissioning of evidence-based interventions or approaches
- Decommissioning of interventions or approaches shown not to improve outcomes
- The implementation of Practice Guide recommendations
- Stronger local monitoring and evaluation of intervention implementation and impact
- Stronger local arrangements for matching interventions with diverse population needs.

Supporting parenting

It is important that parenting support is carefully matched to the needs of the child and family. Parents' ability to appropriately nurture their children is influenced by a range of factors, including their own characteristics, the characteristics of their child and levels of stress or support. Parental capacity can be adversely affected by risks, including substance misuse, parental conflict, abuse and neglect, sexual abuse, emotional abuse and parental mental health issues. We know that evidence-based support which is carefully matched to parent and child needs can improve outcomes for children. There is a lack of evidence about the types of parenting support likely to be



most effective in the context of some risks, such as domestic abuse, and we will seek to generate this evidence.

There is an existing evidence base on how best to support parenting for some groups of children and parents, for example, programmes which support parents with managing their child's behaviour. Our work will primarily focus on supporting the use of programmes shown to be effective, but with further evidence generation activity to fill gaps, for example, on interventions to support parenting in higher risk families and in a child protection context.

Strengthening family networks

Research shows that children in non-family care settings such as residential homes and secure accommodation experience worse long-term outcomes than their peers. We believe there is a legal and moral obligation for statutory services to support care for children in a family-like setting whenever that is possible. One way to do this is by looking within the child's own network for alternative sources of support and care. Stronger family networks are relevant at every stage of intervention, from targeted early help, right through to reunification from care.

However, there is a lack of evidence about how best to support use of family networks to improve outcomes for children. Further research to understand how to keep children either with their family or as close to a family environment as possible is critical.

Areas of focus in this priority area are Family Group Decision Making, Kinship Care, Reunification and Family Relationships and Contact for Children in Care. Through our work in these areas, we want to see children and young people supported by their family to develop and thrive, be safe in their homes, and stay safely with their families as much as possible.

Domestic abuse

Domestic abuse is the largest driver of children being taken into care and can have a huge adverse impact on outcomes for children. There are major weaknesses in the evidence about how best to support children and families where domestic abuse is a problem. The interventions currently in use vary widely and are often unevaluated.

A main area of our focus will be to build the evidence base by developing the pipeline of programmes that can be evaluated for impact. We will look at relevant interventions across preventative approaches, perpetrator programmes and support for parent and child victim-survivors.

We will also seek to develop and build consensus around the evaluation methods which are the strongest and most appropriate in this area and the best outcome measures to use. The current lack of consensus about how best to evaluate, or what outcomes to use, is a challenge for our research but underscores the urgency of our work in this field.



Relationships for care experienced children

Having strong, healthy, and caring relationships is critical for children and young people's development, stability, and mental health. However, children and young people with experience of care can lack strong and supportive relationships. Today, one-third of care leavers don't know where to get help and support when they leave care. Building supportive relationships for care experienced children is a key protective factor and improves outcomes for the most vulnerable children. Additionally, it can help prevent intergenerational cycles of care.

There is a large evidence need in this area: there are very few evidence-based programmes that support relationships for care-experienced children. Broader evidence synthesis work needs to be conducted. Given the limited evidence on which approaches work best, we will evaluate some of the most common programmes such as Staying Close and scope new research on foster care.

Service and practice models

Outcomes for children and families can be directly influenced by how services are organised. There is huge variation in service delivery approaches among the 152 local authority areas responsible for supporting vulnerable children in England. High quality evaluation of current, often multi agency, models is crucial, to support greater central attempts to improve local services and practice, in government priorities.

Little is known about which services and practice models work best, particularly those which involve a multi-agency or system wide focus. We will generate new knowledge about what works best in terms of structuring multi-agency and multi-disciplinary support for children and families and assess which of the many variables are linked to improved outcomes. We will particularly focus on early intervention and prevention to better understand how local areas can introduce 'whole system' or place-based approaches to identifying and resolving problems at the earliest opportunity.

We will run high-quality evaluations of multi-agency and multi-disciplinary services to understand what should be promoted and scaled up. We will evaluate models promoted by government and disseminate the learning and implications for local services. Through our work on service and practice models, we will contribute to children being supported by their families to develop and thrive; children and young people being safe in their homes and staying with their families as much as is safely possible; and children in care and care leavers having stable, loving relationships.



FINANCIAL REVIEW

Funding

Foundations – What Works Centre for Children and Families is predominantly funded by the DfE. In addition, the legacy organisations have also received grant funding from the DWP, DLUHC and Cabinet Office and carried out contract work for other charitable or governmental organisations. Without this support we would not be able to operate and we are incredibly grateful for the service contracts and grant funding that has been provided.

Basis of preparation of the financial statements – merger of EIF and WWCS

The Early Intervention Foundation and What Works for Children’s Social Care merged with effect from 15 December 2022 to form What Works for Early Intervention and Children’s Social Care. Subsequently on 25 May 2023 the merged organisation was renamed Foundations – What Works Centre for Children and Families.

A combination of public benefit organisations which meets the definition and criteria of a merger is required to adopt merger accounting principles in preparing its accounts. Accordingly, the accounts have been presented as if the merging organisations had been a combined entity throughout the period and comparative figures restated on the same basis. Adjustments have been made where the accounting policies of the merging entities differed previously to present figures on the basis of uniform accounting policies consistently applied by both organisations over the periods.

Income & expenditure

In the financial year under review income for the merged organisation including grants, donations and legacies and trading activities was £12,988,149 (2022: £20,386,813). This included grants from the Department for Education totalling £11,209,786 (2022: £19,084,904). The main reason for the change in income and expenditure was the lower level of the Children in Need (CIN) grant in the year. Total expenditure for the year was £12,983,409 (2022: £19,980,930).

Total funds were £2,618,304 as at 31 March 2023 (2022: £2,613,564) of which £1,064,515 were unrestricted and £1,553,789 were restricted. Restricted funds arise primarily due to differences in the charitable objects of EIF and WWCS prior to the merger, resulting in EIF’s reserves at the point of merger being treated as a restricted fund.

In addition, EIF had previously designated a portion of its reserves as a ‘Special Projects’ fund. The balance of this designated fund within restricted reserves was £282,119 as at 31 March 2023 (2022:



£413,907). Future use of this fund will be to support projects of strategic importance for which no other funding is available.

Reserves

The Trustees recognise the need for reserves and specifically identify the following as key reasons for holding unrestricted funds:

1. To provide the charity with **working capital**, enabling it to pay commitments to staff, premises and contractors, even when funding agreements are delayed or paid in arrears, which is common in grant funding. This guarantees continuation of operations.
2. To cover **losses in income** when funding agreements are delayed or reduced, which itself is considered relatively high-risk. This risk is especially high during periods of political change, with elections and change of governments. The nature of many grant agreements is that they lack the termination clauses (more common in commercial agreements) which would otherwise permit the charity to claim compensation or damages under these circumstances.
3. To cover the **costs of wind-down** in the event of income from government ceasing.
4. To be a **going concern**, ensuring the charity meets the test for solvency set by law and by the Charity Commission and is able to trade for a minimum of 12 months.
5. To **enable expenditure** at the Trustees' discretion:
 - Funding projects of particular strategic importance, in fulfilment of the charity's objects, but for which no other funding can be identified
 - To invest in the generation of income for future years.

The reserves target is determined by conducting an annual assessment of working capital requirements, the likelihood of and scenarios for losses in income, the costs associated with wind-down, a going concern assessment, and any need to draw down reserves to fund strategic projects or invest in future income-generation. In future years, this target will be set as part of the final budget paper that goes to the May Board meeting, where the target will be assessed against available reserves, and a plan to increase reserves provided if reserves fall below the target. The going concern assessment will feed into the production of annual statutory accounts, signed off at the July Board meeting.

Risk and uncertainties

Risk management is a key strategic activity for the Board. It is routinely woven into the cycle of Board meetings, Committee meetings (in particular the Finance Audit and Risk Committee), senior leadership team meetings and project management. Risks may arise from the environment in which Foundations operates, whilst others may relate to the strengths and weaknesses of the charity at this point in its development.

The major risks to the charity have been identified in a comprehensive risk register and management of these are monitored and reviewed by the Finance Audit and Risk Committee as part of the papers for each Committee meeting. Risks are considered in the categories of strategic and operational risks. Risks are assessed by their impact and likelihood against a clear and



consistent criterion. The register also includes a summary of the mitigating actions and the risk owner.

Foundations considers the key risks to which it is exposed and articulates what action it is taking to mitigate or minimise these as appropriate. It also refers to the Charity Commission guidance for its risk management policy. Some risks are mitigated by holding insurance, which is comprehensive. Insured risks include public and employers' liability, professional indemnity and Trustees' liability. Operational risks are managed by having clear policies and guidance for staff or contractors in the conduct of their work. External risks are managed on a case-by-case basis, and those risks which the charity cannot fully mitigate are managed by the charity holding sufficient reserves.

The Finance Audit and Risk Committee has assessed the major risks to which Foundations is exposed and is satisfied that systems are established to mitigate the charity's exposure to those risks.

The risk categories identified with the highest scores (combined impact and likelihood) after post risk mitigation strategies are as follows:

- Underspend or under delivery on grants due to the challenges of running high quality impact evaluations
- Political uncertainty and changes in government could result in a reduction in evidence and children's policy as priorities
- Restricted funds make the management of the organisation's finances complex and constrained
- Failure to get individuals from two legacy organisations with different and strong cultures to work well together and to create a shared identity.

These risks have been mitigated through the following actions:

- Within the grant giving and programme management, setting clear timeframes and milestones with project partners. Closely monitoring the deliverables against the grant to ensure partners remain on track. Where delays do occur, discussing and mutually agreeing on a revised action plan
- Setting up meetings with ministers and relationship building. Maintaining strong relationships and communications with government departments so we are aware of changes early
- Tracking spending on a monthly basis against projects and funds to highlight in advance risks of over/underspend and manage outcomes; enhancing our reserves in line with our reserves policy where the merged organisation can make a surplus on contracts with a charitable purpose; seeking to change the charity's funding model for the future
- Implementing a culture project to bring the two legacy organisations together.



STRUCTURE, GOVERNANCE AND MANAGEMENT

Foundations – What Works Centre for Children and Families, is a company limited by guarantee, governed by a Memorandum and Articles of Association, updated on 7 December 2022.

Trustees

On completion of the merger, the trustees of EIF all became trustees of WWEICSC; now renamed, Foundations – What Works Centre for Children and Families. Following the merger, one of the post-merger integration initiatives has been a review of the Governance of the organisation to ensure diversity and a broad range of skills, experience and expertise and one of the results of this has been that the number of Trustees has reduced from 18 to 8. The board would like to note its thanks to the individuals who have now stepped down from the board for playing such a significant role in the life of WWCS, EIF and the first few months of the newly merged organisation. The last 18 months have demanded a high level of commitment from all trustees and these contributions were invaluable to making the merger an early success.

Trustees are recruited by the Executive Chair, subject to approval by the trustees. Appointed trustees are provided with a background briefing about their responsibilities and the objectives, operations, governance, funding and achievements of the charity.

Foundations considers each of the trustees to be independent in character and judgement and understands that they have no relationships that are likely to affect, or could appear to affect, their judgements with regard to the charity. Declarations of interest are required from new Trustees upon appointment and every meeting of the Board requires that any new interests are declared. No remuneration is provided except for reasonable travel and subsistence costs, with the exception of the Executive Chair, where permission was granted from the charity commission to aid the merger process and early stages of the new organisation.

Trustees regularly review the progress of the charity and its funding. Trustees are responsible for setting the strategy for Foundations and securing both the public benefit delivered through its outcomes and impact, as well as the sustainability of the charity.

The board of trustees is chaired by Josh MacAlister who was appointed in October 2022.

There are now four sub-committees of the board: the Finance Audit and Risk Committee reviews the risks, controls and financial management of the charity. The Grants Committee reviews funding rounds and agrees which programmes to fund. The Evidence to Impact Committee reviews the activity of the organisation to ensure it is achieving impact in line with the strategy set. The People Committee reviews the organisation's policies and approach to performance management, pay and reward and HR issues and the Executive Chair's performance.



The trustees are also responsible for the appointment of the Chief Executive, to whom they delegate the day-to-day running of the charity.

Foundations is a What Works Centre. This ‘What Works’ status places additional responsibility upon the charity to be independent of government and have a clear and relevant policy focus. In all aspects of work Foundations adheres by these standards, irrespective of the funder. The work undertaken by Foundations clearly fits within the remit of a What Works Centre, by focusing on evidence generation and getting that evidence used in policy and practice.

Staff

Our employees are from a diverse range of backgrounds; drawing together expertise and experience from a number of different fields. Trustees record their appreciation of the efforts of the staff, who have made an enormous contribution to the successes of the organisation during the year, including the completion of the merger.

The Senior Leadership Team comprises the Chief Executive, Deputy Chief Executive, Director of Evidence, Director of Strategic Planning, Director of Finance and Director, People and Resources. This team meets regularly and is the coordinating group responsible to the Chief Executive for the day-to-day operations of the organisation.

Pay and remuneration

The People Committee reviews the organisation's policies and approach to performance management, pay and reward and HR issues and the Executive Chair's performance. The Executive Chair reviews the performance and salary of the Chief Executive. The trustees discuss and agree any “cost of living” increases in salaries which are applied to employees. The setting of all other employees' salaries is delegated to the Chief Executive and Senior Leadership Team. Increases in salary are dictated by affordability, wider market forces, individual performance and job role.

Auditors

Moore Kingston Smith were re-appointed as the organisation's auditors during the period and have expressed their willingness to continue in that capacity.



STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of Foundations – What Works Centre for Children and Families for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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



The financial statements have been prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies.

Approved and signed on behalf of the trustees by: -

A handwritten signature in black ink that reads "Josh MacAlister".

Josh MacAlister
Executive Chair, Board of Trustees

Date: 20/7/23



INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF FOUNDATIONS – WHAT WORKS CENTRE FOR CHILDREN AND FAMILIES

Opinion

We have audited the financial statements of Foundations - What Works for Centre for Children and Families ('the company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of financial statements section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information



The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 26, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence



regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

James Saunders (Senior Statutory Auditor)

for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

Date: 3 August 2023

Foundations - What Works Centre for Children and Families
Statement of Financial Activities (Including Income and Expenditure account)
for the Year Ended 31 March 2023

| | Note | Unrestricted fund £ | Restricted fund £ | 2023 total £ | 2022 total £ |
|--|-----------|---------------------------|-------------------------|--------------------|--------------------|
| Income from: | | | | | |
| Donations and legacies | 3 | 5,989,297 | 6,754,387 | 12,743,684 | 20,210,123 |
| Trading activities | 4 | 241,977 | 2,488 | 244,465 | 176,690 |
| Total Income | | <u>6,231,274</u> | <u>6,756,875</u> | <u>12,988,149</u> | <u>20,386,813</u> |
| Expenditure on: | | | | | |
| Charitable activities | 5 | 6,093,534 | 6,889,875 | 12,983,409 | 19,980,930 |
| Total Expenditure | | <u>6,093,534</u> | <u>6,889,875</u> | <u>12,983,409</u> | <u>19,980,930</u> |
| Net income/(expenditure) for the year | | 137,740 | (133,000) | 4,740 | 405,883 |
| Transfers between funds | | 10,099 | (10,099) | - | - |
| Net movement in funds | | <u>147,839</u> | <u>(143,099)</u> | <u>4,740</u> | <u>405,883</u> |
| Reconciliation of funds | 19 | | | | |
| Balances at 1 April 2022 | | 916,676 | 1,696,888 | 2,613,564 | 2,207,681 |
| Balances at 31 March 2023 | | <u>1,064,515</u> | <u>1,553,789</u> | <u>2,618,304</u> | <u>2,613,564</u> |

All amounts relate to continuing activities.

All recognised gains and losses are included in the Statement of Financial Activities.

The notes on pages 33 to 51 form part of these financial statements.

**Foundations - What Works Centre for Children and Families
Balance Sheet
as at 31 March 2023**

| | Note | 2023 | | 2022 | |
|--|------------|-------------|-----------|-----------|-----------|
| | | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible Fixed Assets | 14 | | 89,121 | | 86,944 |
| | | | 89,121 | | 86,944 |
| Current assets | | | | | |
| Debtors | 15 | 757,247 | | 860,692 | |
| Cash at bank and in hand | | 2,849,442 | | 2,648,662 | |
| | | 3,606,689 | | 3,509,354 | |
| Creditors: amounts falling due within one year | 16 | (1,077,506) | | (982,734) | |
| Net current assets | | | 2,529,183 | | 2,526,620 |
| Net assets | | | 2,618,304 | | 2,613,564 |
| Funds | 19, 20 | | | | |
| Restricted funds | | | 1,553,789 | | 1,696,888 |
| Unrestricted funds | | | 1,064,515 | | 916,676 |
| | | | 2,618,304 | | 2,613,564 |

The financial statements were approved by the Board and authorised for issue on and signed on their behalf by:



Josh MacAlister
Chair, Board of Trustees

Date **20/7/23**

Company registration number: 12136703

Foundations - What Works Centre for Children and Families
Statement of Cash Flows
for the year ended 31 March 2023

| | Note | 2023 £ | 2022 £ |
|---|-----------|------------------|------------------|
| Net cash provided by operating activities | 21 | 236,161 | (1,538,110) |
| Cash flows from investing activities: | | | |
| Interest received | | 4,643 | 1,666 |
| Purchase of tangible fixed assets | | (40,024) | (44,215) |
| Net cash (provided by)/used in investing activities | | <u>(35,381)</u> | <u>(42,549)</u> |
| Net increase/(decrease) in cash and cash equivalents | | 200,780 | (1,580,659) |
| Cash and cash equivalents at the beginning of the year | | 2,648,662 | 4,229,322 |
| Cash and cash equivalents at end of year | | <u>2,849,442</u> | <u>2,648,662</u> |

Analysis of cash and cash equivalents

| | 2023 £ | 2022 £ |
|--|------------------|------------------|
| Cash at bank and in hand | 2,849,442 | 2,648,662 |
| Total cash and cash equivalents | <u>2,849,442</u> | <u>2,648,662</u> |

Analysis of changes in net debt

| | As at 1 April 2022 £ | Cash-flows £ | As at 31 March 2023 £ |
|--------------------------|----------------------------|-----------------|-----------------------------|
| Cash at bank and in hand | 2,648,662 | 200,780 | 2,849,442 |
| Total | <u>2,648,662</u> | <u>200,780</u> | <u>2,849,442</u> |

Foundations - What Works Centre for Children and Families

Notes to the Financial Statements for the year ended 31 March 2023

1 Charity Information

Foundations - What Works Centre for Children and Families is a charitable company limited by guarantee registered in England & Wales with the registration number 12136703. The registered office address is Albany House, Petty France, Westminster, London, England SW1H 9EA.

2 Accounting Policies

Basis of preparation

The Early Intervention Foundation and What Works for Children's Social Care merged with effect from 15 December 2022 to form What Works for Early Intervention and Children's Social Care. Subsequently on 25 May 2023 the merged organisation was renamed Foundations – What Works Centre for Children and Families.

A combination of public benefit organisations which meets the definition and criteria of a merger is required to adopt merger accounting principles in preparing its accounts. Accordingly, these accounts have been presented as if the merging organisations had been a combined entity throughout the period and comparative figures restated on the same basis. Adjustments have been made where the accounting policies of the merging entities differed previously to present figures on the basis of uniform accounting policies consistently applied by both organisations over the periods.

These financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the revaluation of investments being measured at fair value through income and expenditure within the Statement of Financial Activities.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these financial statements. The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)(Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. Additional information has been provided where this increases understanding of the figures.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest pound.

The following accounting policies have been applied consistently during the current and previous year.

Going concern

The Trustees have assessed whether the use of going concern is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the group to continue as a going concern. The Trustees have made this assessment for the period of at least one year from the date of approval of the financial statements.

As at 31 March 2023, the charity has total reserves of £2,625,292 with unrestricted reserves totalling £1,071,503. The charity has agreed funding with the Department for Education to March 2024 and in principle funding to March 2025. It is anticipated that the DfE will confirm funding for 2024-25 before the end of the 2023-24 financial year.

If core funding is not obtained, the charity has an exit strategy in place. Based upon this and further funding for project work, the charity is well-placed to manage operational and financial risks successfully for the foreseeable future.

Having reviewed forecasts prepared by management the Trustees are confident that the charity and the group will continue to meet its obligations as they fall due and that therefore the going concern basis continues to be appropriate.

Foundations - What Works Centre for Children and Families
Notes to the Financial Statements for the year ended 31 March 2023

2 Accounting policies (continued)

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Income

Income is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Donations are recognised on receipt. Donations from fundraising ventures are shown gross, with the associated costs included in fundraising costs. Other income is accounted for on a receivable basis.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both the direct costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees, statutory reporting, legal costs and Trustee expenses linked to the strategic management of the charity.

Overhead and support costs have been allocated first between the cost of generating voluntary income, charitable activity and governance. Where overhead and support costs relating to costs of generating voluntary income and charitable activities cannot be directly allocated, these have been apportioned based on the head count for each activity.

Grants are recognised as expenditure in the year when the charity creates a legal or constructive obligation.

An obligation arises, and expenditure is recognised in the financial statements, when a funding agreement has been signed by both parties and evaluations by the charity confirm the milestones set out in the agreement and any other terms and conditions of funding have been satisfactorily met.

Grants payable but unpaid at the balance sheet date are recognised as grant commitments under creditors.

Investments

On 27 August 2021 the charity incorporated The Evidence Quarter C.I.C, a community interest company without share capital which is a 100% owned subsidiary of Foundations - What Works Centre for Children and Families. During the period from incorporation up to the year ended 31 March 2023 this company was dormant and did not trade. The subsidiary is not material to the Group and therefore Group accounts have not been prepared.

Foundations - What Works Centre for Children and Families

Notes to the Financial Statements for the year ended 31 March 2023

2 Accounting policies (continued)

Tangible fixed assets

Items of equipment are capitalised where the combined purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Where assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

| | |
|-----------------------|---------|
| Computer equipment | 3 years |
| Office equipment | 5 years |
| Fixtures and fittings | 5 years |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Impairment of fixed assets

At each reporting end date, the charitable company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions

Creditors and provisions are recognised where the charitable company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

Financial instruments

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Taxation

The charity is a registered company, number 12136703 and is exempt from corporation tax under the provisions of Sections 466-493 of the Corporation Taxes Act 2010.

Leases

Operating lease costs are charged to the Statement of Financial Activities as incurred, on a straight line basis over the term of the lease term.

Pensions

All qualifying employees are invited to join the charitable company's defined contribution scheme. For those employees who are opted in to the defined contribution scheme, the charitable company makes a contribution currently equivalent to 6-8% of gross salary into the schemes. The charitable company's contribution is charged to the Statement of Financial Activities in the financial year. The charitable company has no liability under the scheme other than for the payment of these contributions.

Foundations - What Works Centre for Children and Families
Notes to the Financial Statements for the year ended 31 March 2023

2 Accounting policies (continued)

Employee benefits

The costs of short term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense to the Statement of Financial Activities as they fall due.

Critical accounting estimates and judgements

In the application of the charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future

Critical judgements

The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

(i) Useful economic life of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic life and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on future economic utilisation and the physical condition of the assets. See note 14 for the carrying value of tangible fixed assets and the accounting policies for the useful economic lives for each class of asset.

Foundations - What Works Centre for Children and Families
Notes to the Financial Statements for the year ended 31 March 2023

| 3 Donations and legacies | Unrestricted fund | Restricted funds | 2023 total | 2022 total |
|------------------------------------|------------------------------|-----------------------------|-----------------------|-----------------------|
| | £ | £ | £ | £ |
| Grants | 5,390,026 | 6,582,958 | 11,972,984 | 19,792,885 |
| Contracts with charitable purposes | 599,271 | 171,429 | 770,700 | 415,517 |
| Other income | - | - | - | 1,721 |
| | <u>5,989,297</u> | <u>6,754,387</u> | <u>12,743,684</u> | <u>20,210,123</u> |
| For the year ended 31 March 2022 | <u>5,731,606</u> | <u>14,478,517</u> | | <u>20,210,123</u> |

| Grants | Unrestricted fund | Restricted funds | 2023 total | 2022 total |
|----------------------------------|------------------------------|-----------------------------|-----------------------|-----------------------|
| | £ | £ | £ | £ |
| DfE Core grant | 5,390,026 | 1,415,795 | 6,805,821 | 5,497,975 |
| CiN grant | - | 4,403,965 | 4,403,965 | 11,291,242 |
| HHP grant | - | - | - | 11,039 |
| Care review grant | - | - | - | 400,456 |
| ETF Grants | - | 76,365 | 76,365 | - |
| Cross Govt Grant 2021-22 | - | - | - | 2,353,533 |
| DWP Grant | - | 496,460 | 496,460 | - |
| DLUHC Grant | - | 140,000 | 140,000 | - |
| Home Office | - | 36,065 | 36,065 | 183,935 |
| Nuffield Foundation | - | 14,308 | 14,308 | 52,405 |
| Other income | - | - | - | 2,300 |
| | <u>5,390,026</u> | <u>6,582,958</u> | <u>11,972,984</u> | <u>19,792,885</u> |
| For the year ended 31 March 2022 | <u>5,497,975</u> | <u>14,294,910</u> | | <u>19,792,885</u> |

The Cross Government Grant in 2021-22 was funded by the DfE, DWP and DLUHC.

| 4 Income from other trading activities | Unrestricted fund | Restricted funds | 2023 total | 2022 total |
|---|------------------------------|-----------------------------|-----------------------|-----------------------|
| | £ | £ | £ | £ |
| Rental Income | 229,060 | - | 229,060 | 106,701 |
| Other income | 10,762 | - | 10,762 | 68,323 |
| Interest income | 2,155 | 2,488 | 4,643 | 1,666 |
| | <u>241,977</u> | <u>2,488</u> | <u>244,465</u> | <u>176,690</u> |
| For the year ended 31 March 2022 | <u>175,024</u> | <u>1,666</u> | | <u>176,690</u> |

Foundations - What Works Centre for Children and Families
Notes to the Financial Statements for the year ended 31 March 2023

| 5 Charitable activities | Notes | 2023 | 2022 |
|--|--------------|---------------------|-------------------|
| | | £ | £ |
| Grant expenditure on activities | 7, 8 | 6, 508,124 | 13,807,017 |
| Direct costs on charitable activities | | 324,844 | 499,087 |
| Salaries and Wages | 12 | 4,630,420 | 4,264,840 |
| Support costs | 9 | 1,280,953 | 1,289,797 |
| Governance costs | 9 | 239,068 | 120,189 |
| | | <u>12, 983, 409</u> | <u>19,980,930</u> |
| <u>Analysis by fund</u> | | | |
| Unrestricted funds | | 6,093,534 | 5,611,858 |
| Restricted funds | | 6,889,875 | 14,369,072 |
| | | <u>12,983,409</u> | <u>19,980,930</u> |
| | | | |
| 6 Net income for the year before transfers | | 2023 | 2022 |
| | | £ | £ |
| This is stated after charging: | | | |
| Depreciation | | 37,847 | 34,329 |
| Other operating leases | | 278,436 | 278,436 |
| | | <u>278,436</u> | <u>278,436</u> |
| | | | |
| 7 Grant Expenditure (see notes 5 and 8) by funder | | 2023 | 2022 |
| | | £ | £ |
| Core grant | | 2,021,358 | 2,680,769 |
| CiN grant | | 4,238,358 | 11,000,713 |
| SFIIP grant | | 218, 755 | 125,535 |
| ETF grant | | 29,653 | - |
| | 5, 8 | <u>6,508, 124</u> | <u>13,807,017</u> |

Foundations - What Works Centre for Children and Families
Notes to the Financial Statements for the year ended 31 March 2023

8 Grant Expenditure

By institution

| | | | 2023 | 2022 |
|--------------------------------------|-------|-----------------------------------|-------------|-------------|
| | | | £ | £ |
| Achieving for Children | CiN | Education Project | 13,333 | 24,761 |
| Anna Freud Centre | Core | Prevent/Protect/Repair/Lighthouse | - | 84,404 |
| Anna Freud Centre | Core | Pine Progression | 74,922 | - |
| Anna Freud Centre | Core | Lighthouse | 19,467 | - |
| Barnardo's | CiN | CSA | 55,100 | - |
| Barnardo's | Core | Let's Connect | 347,000 | - |
| Bath & NE Somerset CC | Core | Lighthouse | 2,400 | 81,579 |
| Behavioural Insight | SFIIP | | - | 4,583 |
| Birkenhead Sixth Form College | CiN | School Based Project | - | 33,307 |
| Birmingham University | Core | LGBTQ+ | - | 58,103 |
| Blackburn with Darwen Council | CiN | Education Project | 19,245 | 32,503 |
| Blue Cabin | Core | Creative Life Story | - | 107,951 |
| Brighton & Hove CC | CiN | Education Project | 14,677 | 29,354 |
| British Refugee Council | Core | My View | - | 426,025 |
| Cardiff University | CiN | Social Workers in Schools | 195,862 | 210,981 |
| Cardiff University | Core | Spark Grant | 20,812 | 24,907 |
| Catch Up | CiN | Sign of Potential | 4,500 | 82,235 |
| CEI Global UK | CiN | Sign of Potential | - | 33,026 |
| CEI Global UK | Core | Pine Progression | 75,904 | - |
| CEI Global UK | SFIIP | | - | 7,473 |
| CEI Global UK | Core | Rapid Review | 59,960 | 66,560 |
| Centre for Homelessness Impact | ETF | Staying Close | 10,200 | - |
| College of Policing | ETF | Staying Close | 6,066 | - |
| Coram | CiN | School Based Project | - | 7,804 |
| Coram | Core | Pine Progression | 136,395 | - |
| Coram | SFIIP | | 133,621 | 78,000 |
| Coram | Core | Let's Connect | 137,153 | - |
| Coram | Core | Creative Life Story | - | 32,010 |
| Cordis Bright | Core | Rapid Review | 39,998 | - |
| CSA Centre | CiN | Education Project | - | 56,140 |
| Cumbria CC | CiN | Education Project | 36,225 | 13,992 |
| Cumbria CC | CiN | Social Workers in Schools | 244,333 | 554,287 |
| Devon CC | CiN | Social Workers in Schools | 171,249 | 580,139 |
| Economic and Social Research Council | Core | Administrative Data project | 200,000 | - |
| Ecorys | Core | Kinship Care | - | 76,995 |
| Essex CC | CiN | Education Project | 64,828 | 99,432 |
| Family Action | CiN | School Based Project | - | 45,107 |
| Gateshead CC | CiN | Education Project | 20,619 | 35,235 |
| Gateshead CC | CiN | Social Workers in Schools | 140,772 | 338,703 |
| GMCA | CiN | Education Project | 143,111 | 446,878 |
| Hartlepool BC | CiN | Education Project | 23,120 | 39,464 |
| Havant and South Downs College | CiN | School Based Project | - | 64,000 |
| Hertfordshire CC | CiN | Education Project | 50,509 | 90,321 |
| Hull City CC | CiN | Social Workers in Schools | 136,242 | 354,279 |
| IFF Research | CiN | School Based Project | 19,793 | 30,000 |
| IFF Research | Core | My View | - | 61,860 |
| Institute for Employment Studies | CiN | Sign of Potential | 21,763 | 35,000 |
| Ipsos MORI | CiN | Sign of Potential | 5,492 | 87,647 |
| Ipsos MORI | Core | My View | 55,851 | 197,945 |
| Ipsos MORI | Core | Evaluation of ISAFE | 179,644 | - |
| KCL | CiN | School Based Project | 28,330 | 30,000 |
| KCL | CiN | Sign of Potential | - | 31,600 |
| KCL | Core | Spark Grant | - | 48,299 |
| KCL | Core | MeeToo | 13,344 | - |
| KCL | SFIIP | | 31,224 | - |
| Kingston University | Core | Rapid Review | - | 39,431 |
| Kinship | ETF | Kinship | 13,387 | - |
| LB Croydon | CiN | Education Project | 21,204 | 25,555 |
| LB Croydon | CiN | Social Workers in Schools | 183,443 | 486,984 |
| LB Ealing | CiN | Social Workers in Schools | 261,458 | 610,814 |

Foundations - What Works Centre for Children and Families
Notes to the Financial Statements for the year ended 31 March 2023

Note 8 - Grant expenditure by institution (contd)

| | | | | |
|-------------------------------------|-------|---|-----------|------------|
| LB Hackney | CiN | Social Workers in Schools | 126,390 | 48,290 |
| LB Hammersmith & Fulham | CiN | Education Project | 11,550 | 17,505 |
| LB Haringey | CiN | Social Workers in Schools | 91,435 | 506,979 |
| LB Harrow | CiN | Social Workers in Schools | 157,175 | 386,601 |
| LB Hillingdon | CiN | Education Project | 11,736 | 22,455 |
| LB Lambeth | CiN | Social Workers in Schools | 130,219 | 312,667 |
| LB Lewisham | CiN | Education Project | 21,663 | 37,418 |
| LB Lewisham | Core | Prevent/Protect/Repair | - | 28,250 |
| LB Merton | CiN | Education Project | 20,094 | 34,192 |
| LB Merton | CiN | Social Workers in Schools | 170,085 | 425,931 |
| LB Southwark | CiN | Social Workers in Schools | 142,591 | 356,589 |
| LB Southwark | Core | Pine Progression | 75,002 | - |
| LB Sutton | CiN | Social Workers in Schools | 169,408 | 415,561 |
| LB Tower Hamlets | CiN | Social Workers in Schools | 208,065 | 461,359 |
| Leeds Beckett University | Core | Spark Grant | - | 24,367 |
| Manchester CC | Core | Thriving Babies | - | 126,580 |
| McPin | Core | Care Leaver Mental Health | 60,000 | - |
| Meditation Now | Core | Pine Progression | 59,800 | - |
| MeeToo | Core | MeeToo | 35,101 | - |
| National Centre for Social Research | CiN | School Based Project | - | 35,030 |
| National Centre for Social Research | CiN | Sign of Potential | - | 229 |
| National Centre for Social Research | SFIIP | | 7,130 | 11,047 |
| National Centre for Social Research | Core | FDAC | - | 35,000 |
| Newcastle CC | CiN | Education Project | 16,044 | 21,456 |
| Newcastle CC | CiN | Social Workers in Schools | 86,314 | 321,021 |
| NHS Cambs and Peterborough | Core | CAMHS Intervention | 1,872 | 100,000 |
| NIESR | CiN | Education Project | 55,140 | 323,329 |
| NIESR | CiN | Sign of Potential | 23,221 | 44,300 |
| Nottinghamshire CC | CiN | Education Project | 13,854 | 26,666 |
| Oxford Brookes University | Core | Thriving Babies | - | 69,580 |
| QA Research | Core | | - | (57,118) |
| Salford CC | CiN | Social Workers in Schools | - | 227,186 |
| Somerset CC | CiN | Social Workers in Schools | 38,280 | 303,675 |
| Staffordshire CC | CiN | Social Workers in Schools | 173,658 | 412,408 |
| Swindon BC | CiN | Social Workers in Schools | 219,191 | 473,083 |
| Tameside | CiN | Social Workers in Schools | 168,217 | 456,975 |
| Tavistock and Portman NHS Trust | Core | Watch Me Play | - | 291,536 |
| The Fatherhood Institute | Core | Improving Safeguarding | 211,540 | - |
| The Manchester Met | Core | Talk About Domestic Abuse | - | 20,985 |
| The Mighty Creative | Core | Creative Mentoring | - | (26,631) |
| The RTK Ltd | Core | Care Review Teenagers | - | 19,750 |
| Together for Children | CiN | Education Project | 18,275 | - |
| University College London | Core | Rapid Review | 36,571 | - |
| University of Cambridge | Core | Spark Grant | - | 24,607 |
| University of Central Lancashire | Core | Domestic Abuse and Early Help Workforce | 85,026 | - |
| University of Durham | CiN | Sign of Potential | - | 53,539 |
| University of Glasgow | Core | Partnership for Change | - | 463,077 |
| University of Greenwich | Core | Spark Grant | 27,018 | - |
| University of Oxford | SFIIP | | 46,780 | 24,432 |
| University of Oxford | Core | Higher Education | 20,000 | - |
| University of Oxford | Core | Domestic Abuse Rapid Review | 7,100 | 40,000 |
| University of Oxford | Core | Spark Grant | 26,128 | - |
| University of Sussex | Core | Kitbag | - | 25,247 |
| Virtual Class Ltd | CiN | Sign of Potential | - | (17,500) |
| Walsall BC | CiN | Education Project | 20,152 | 34,094 |
| Whole Education Ltd | CiN | Sign of Potential | - | 82,400 |
| Wirral BC | CiN | Social Workers in Schools | 122,699 | 313,066 |
| Wirral BC | Core | Talk About Domestic Abuse | - | 86,573 |
| Wolverhampton BC | CiN | Social Workers in Schools | 147,693 | 402,954 |
| Wolverhampton University | Core | NOREAM | 13,352 | 53,410 |
| Youth in Mind | Core | Kitbag | - | 1,200 |
| | | | 6,508,124 | 13,807,017 |

Foundations - What Works Centre for Children and Families
Notes to the Financial Statements for the year ended 31 March 2023

9 Support costs

| | Support Costs £ | Governance costs £ | 2023 total £ | 2022 total £ |
|--------------------------------|--------------------------------|-----------------------------------|-----------------------------|-----------------------------|
| Depreciation | 37,847 | - | 37,847 | 34,329 |
| Legal and professional | 252,594 | 210,928 | 463,522 | 217,383 |
| Other finance costs | 1,640 | - | 1,640 | 2,509 |
| Office administration | 337,086 | - | 337,086 | 286,211 |
| Premises costs | 488,541 | - | 488,541 | 669,550 |
| Marketing and public relations | 66,164 | - | 66,164 | 121,796 |
| Other Staff Costs | 88,506 | - | 88,506 | 24,717 |
| Audit fees - Statutory Audit | - | 20,360 | 20,360 | 22,850 |
| Audit fees - Other | - | 5,700 | 5,700 | 3,150 |
| Accountancy | 8,575 | 2,080 | 10,655 | 27,491 |
| | <u>1,280,953</u> | <u>239,068</u> | <u>1,520,021</u> | <u>1,409,986</u> |

10 Auditors remuneration

| | 2023 £ | 2022 £ |
|--|-------------------|-------------------|
| Audit of the charity's financial statements | <u>20,360</u> | <u>22,850</u> |
| Other audit- related assurance services | | |
| Grant certification | <u>5,700</u> | <u>3,150</u> |
| Non- Audit services | | |
| Taxation compliance services | - | 5,400 |
| All other non-audit services | 17,320 | 10,480 |
| Total Non Audit fees | <u>17,320</u> | <u>15,880</u> |

11 Trustees

During the year the charity obtained approval from the Charities Commission to engage a paid executive chair. Josh MacAlister was recruited and his remuneration during the year was £15,500. In addition the charity made pension contributions of £1,087 in respect of Josh MacAlister. No other Trustees received any remuneration in the year ended 31 March 2023.

No Trustees received any remuneration in the year end ended 31 March 2022.

Travel and accommodation expenses totalling £3,441 for three Trustees were paid by the charity in the year (2022: one trustee, £144).

Foundations - What Works Centre for Children and Families
Notes to the Financial Statements for the year ended 31 March 2023

| 12 Employees | 2023 | 2022 |
|--|---------------|---------------|
| Average monthly number of employees during the year: | number | number |
| Chief Executive Officer | 1 | 2 |
| Grant making, evaluation and dissemination staff | 59 | 60 |
| Administration staff | 24 | 16 |
| | <u>84</u> | <u>78</u> |

The key management personnel of the charity are considered to be the CEO and the various directors.

The remuneration and employee benefits of key management personnel, amounted to £857,344 in the year under review (2022: £1,063,308).

| Staff costs comprise: | 2023 | 2022 |
|-----------------------|------------------|------------------|
| | £ | £ |
| Salaries & wages | 3,923,856 | 3,629,417 |
| Social security costs | 427,456 | 374,578 |
| Other pension costs | 279,108 | 260,845 |
| | <u>4,630,420</u> | <u>4,264,840</u> |

Included in staff costs is a termination payment of £10,533 paid to a former employee (2022: £nil).

The number of employees whose annual remuneration was £60,000 or more were:

| | 2023 | 2022 |
|---------------------|---------------|---------------|
| | number | number |
| £60,000 - £69,999 | 8 | 7 |
| £70,000 - £79,999 | 1 | 2 |
| £80,000 - £89,999 | 3 | 1 |
| £90,000 - £99,999 | 3 | 2 |
| £100,000 - £109,999 | - | - |
| £110,000 - £119,999 | 1 | 1 |
| £120,000 - £129,999 | - | - |
| £130,000 + | - | 1 |
| | <u>16</u> | <u>14</u> |

13 Fixed asset investments

The charity holds a 100% investment in a subsidiary undertaking, The Evidence Quarter C.I.C.

This was incorporated on the 27 August 2021 and has remained dormant in the period under review.

14 Tangible fixed assets

| | Fixtures and fittings | Computers and IT Equipment | Total |
|------------------------------------|------------------------------|-----------------------------------|----------------|
| | £ | £ | £ |
| Cost | | | |
| At 1 April 2022 | 64,414 | 79,226 | 143,640 |
| Additions | 15,062 | 24,962 | 40,024 |
| At 31 March 2023 | <u>79,476</u> | <u>104,188</u> | <u>183,664</u> |
| Depreciation | | | |
| At 1 April 2022 | 14,751 | 41,945 | 56,696 |
| Depreciation charged in the year | 14,717 | 23,130 | 37,847 |
| Eliminated in respect of disposals | - | - | - |
| At 31 March 2023 | <u>29,468</u> | <u>65,075</u> | <u>94,543</u> |
| Carrying amount | | | |
| At 31 March 2023 | <u>50,008</u> | <u>39,113</u> | <u>89,121</u> |
| At 31 March 2022 | <u>49,663</u> | <u>37,281</u> | <u>86,944</u> |

Foundations - What Works Centre for Children and Families
Notes to the Financial Statements for the year ended 31 March 2023

| 15 Debtors | Notes | 2023 £ | 2022 £ |
|---|-------|---------------------|---------------------|
| Amounts falling due within one year: | | | |
| Other debtors | | 1,868 | 6,086 |
| Grants and contract income receivable | | 672,855 | 242,701 |
| Prepayments and accrued income | | 82,524 | 611,905 |
| | | <u>757,247</u> | <u>860,692</u> |
| | | | |
| 16 Creditors: amounts falling due within one year | | 2023 £ | 2022 £ |
| Trade creditors | | 114,879 | 454,581 |
| Other taxation and social security | | - | 55,003 |
| Deferred income | 17 | 530,793 | 67,920 |
| Other creditors | | 110,944 | 219,831 |
| Accruals | | 320,890 | 185,399 |
| | | <u>1,077,506</u> | <u>982,734</u> |
| | | | |
| 17 Deferred income | | 2023 £ | 2022 £ |
| Other deferred income | | <u>530,793</u> | <u>67,920</u> |
| | | | |
| | | 2023 £ | 2022 £ |
| Deferred income brought forward | | 67,920 | 817,012 |
| Grants received in the year | | 12,435,857 | 19,043,793 |
| Grants recognised in the year | 3 | <u>(11,972,984)</u> | <u>(19,792,885)</u> |
| Deferred income carried forward | | <u>530,793</u> | <u>67,920</u> |

Deferred income represents grants received in advance. The income is deferred when the grant agreements are subject to conditions which are still to be met and which are outside the control of the charity or when grants or income are received in advance and specified by the donor or other party as relating to specific accounting periods.

18 Retirement benefit schemes

Defined contribution schemes

The charitable company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

The charge to SOFA in respect of defined contribution schemes was £279,108 (2022: £260,845).

Contributions totalling £73,950 (2022: £46,532) were payable to the fund at the balance sheet date and are included in other creditors.

Foundations - What Works Centre for Children and Families
Notes to the Financial Statements for the year ended 31 March 2023

19a Funds

The income funds of the charity include restricted funds comprising unexpended balances of donations and grants held on trust for specific purpose.

Movement in funds - 2022-23

| | Balance at 1 April 2022 | Income | Expenditure | Transfers | Balance at 31 March 2023 |
|-------------------------------|------------------------------------|-------------------|---------------------|------------------|-------------------------------------|
| Restricted Funds | | | | | |
| Care review grant | 1,210 | - | (1,211) | 1 | - |
| CiN grant | - | 4,403,965 | (4,403,965) | - | - |
| HHP grant | 139 | - | - | - | 139 |
| ETF grants | - | 76,365 | (76,365) | - | - |
| EIF General fund | 1,281,632 | 173,917 | (305,206) | 121,188 | 1,271,531 |
| EIF Designated fund | 413,907 | - | - | (131,788) | 282,119 |
| DfE grant | - | 1,415,795 | (1,415,795) | - | - |
| DWP grant | - | 496,460 | (496,460) | - | - |
| DLUHC grant | - | 140,000 | (140,000) | - | - |
| Home Office | - | 36,065 | (36,065) | - | - |
| Nuffield Foundation | - | 14,308 | (14,808) | 500 | - |
| Total Restricted Funds | 1,696,888 | 6,756,875 | (6,889,875) | (10,099) | 1,553,789 |
| Unrestricted Funds | 916,676 | 6,231,274 | (6,093,534) | 10,099 | 1,064,515 |
| Total Funds | 2,613,564 | 12,988,149 | (12,983,409) | - | 2,618,304 |

Transfers

Transfers represent the net under/overspends on grants transferred to unrestricted funds in line with grant agreements.

General Funds

These are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted Funds

These are funds which are to be used in accordance with specific restrictions imposed by donors and any unexpended funds are held on trust for those specific purposes.

Restricted funds were as follows:

Care review grant

This was for work directed in order to achieve completion of the Independent Care Review. The balance was transferred to general funds as this was the allowable surplus on the project.

CiN grant

This was for specified work on the Children in Need project.

HHP grant

This was for specified work on the Healthier Happier Professionals project.

ETF grants

This was for specific work on three different projects; Stay Close, Kinship and Domestic Abuse which will continue in 2023-24.

EIF General fund

As a consequence of the merger, the unrestricted reserves of the Early Intervention Foundation at the date of the merger, 15 December 2022, became restricted reserves of the merged charity and are restricted to the charitable objectives that the EIF had.

EIF Designated Fund

Included in EIF's unrestricted reserves prior to the merger were funds designated for 'Special Projects' supporting the strategy of EIF. During the year these were utilised on merger costs and to offset any deficit during period up to the merger date on the EIF General fund. These funds may be used for the purposes set out in EIF's charitable objects and as such are restricted funds in the merged charity.

DfE grant

This represents DfE grants to the EIF on Early Years and Joint Priorities for the year together with EIF's Core grant from the DfE up to the date of the merger.

DWP grant

This grant from the DWP was for specified work on a project on Reducing Parental Conflict.

DLUHC grant

This grant from the DLUHC was for specified work on a project on Supporting Families.

Foundations - What Works Centre for Children and Families
Notes to the Financial Statements for the year ended 31 March 2023

Note 19 - Funds (contd)

Home Office

This represents funding from the Home Office awarded in partnership with Dartington Design Service Lab. The project comprises research to better understand models of Trauma-Informed (TI) Training and workforce development that the government's Violence Reduction Units (VRUs) are delivering.

Nuffield Foundation

Funding from the Nuffield Foundation was awarded in partnership with Cambridge University for a research project to improve children's outcomes in early childhood education, titled Common Elements.

19b Funds

| | Balance at 1 April 2021 | Movement in funds - 2021-22 | | | Balance at 31 March 2022 |
|-------------------------------|----------------------------|-----------------------------|---------------------|-----------------|-----------------------------|
| | | Income | Expenditure | Transfers | |
| Restricted Funds | | | | | |
| Care review grant | - | 400,456 | (340,849) | (58,397) | 1,210 |
| CiN grant | - | 11,291,242 | (11,291,242) | - | - |
| HHP grant | - | 11,039 | (10,900) | - | 139 |
| EIF General fund | 1,183,929 | 185,273 | (89,370) | 1,800 | 1,281,632 |
| EIF Designated fund | 427,202 | - | - | (13,295) | 413,907 |
| Cross Govt grant | 33,043 | 2,353,533 | (2,399,871) | 13,295 | - |
| Home Office | - | 183,935 | (183,935) | - | - |
| Nuffield Foundation | - | 52,405 | (52,405) | - | - |
| Other grants | - | 2,300 | (500) | (1,800) | - |
| Total Restricted Funds | 1,644,174 | 14,480,183 | (14,369,072) | (58,397) | 1,696,888 |
| Unrestricted Funds | 563,507 | 5,906,630 | (5,611,858) | 58,397 | 916,676 |
| Total Funds | 2,207,681 | 20,386,813 | (19,980,930) | - | 2,613,564 |

As a consequence of the merger, the unrestricted reserves of the Early Intervention Foundation at the date of the merger, 15 December 2022, became restricted reserves of the merged charity.

Foundations - What Works Centre for Children and Families
Notes to the Financial Statements for the year ended 31 March 2023

20 Analysis of net assets between funds

| | Unrestricted funds £ | Restricted funds £ | Total £ |
|--|----------------------------|--------------------------|------------------|
| Fund balances at 31 March 2023 are represented by: | | | |
| Tangible assets | 89,121 | - | 89,121 |
| Net Current assets | 975,394 | 1,553,789 | 2,529,183 |
| | <u>1,064,515</u> | <u>1,553,789</u> | <u>2,618,304</u> |

| | Unrestricted funds £ | Restricted funds £ | Total £ |
|--|----------------------------|--------------------------|------------------|
| Fund balances at 31 March 2022 are represented by: | | | |
| Tangible assets | 86,944 | - | 86,944 |
| Net Current assets | 829,732 | 1,696,888 | 2,526,620 |
| | <u>916,676</u> | <u>1,696,888</u> | <u>2,613,564</u> |

21 Net cash provided by operating activities

| | 2023 | 2022 |
|--|----------------|--------------------|
| Surplus for the year | 4,740 | 405,883 |
| Adjustment for: | | |
| Depreciation and impairment of tangible fixed assets | 37,847 | 34,331 |
| Movement in working capital: | | |
| (Increase)/decrease in debtors | 103,445 | 240,699 |
| (decrease)/increase in creditors | (368,101) | (1,468,265) |
| Increase/(decrease) in deferred income | 462,873 | (749,092) |
| Interest receivable | (4,643) | (1,666) |
| Net cash provided by operating activities | <u>236,161</u> | <u>(1,538,110)</u> |

22 Related party transactions

Professor Leon Feinstein, a trustee of the charity until 8 July 2022, was also an employee of the University of Oxford. During the year grants totalling £100,008 were paid to the University of Oxford (2022: £64,232).

Professor Elaine Sharland, a trustee of the charity until 25 October 2022, was also an employee of University of Sussex. During the year grants totalling £nil were paid to this organisation (2022: £25,247).

Paul Ramchandani, a trustee of the charity, is the Director of PEDAL, a centre at the University of Cambridge that was working in co-operation with the EIF to deliver the Nuffield Foundation Common Elements research. In 2022-23 the EIF received income totalling £14,808 (2022: £52,405) from the Nuffield Foundation in respect of this project. The University of Cambridge also received grants during the year of £nil (2022: £26,407).

Fiona Johnson, a trustee of the charity until 25 May 2023, undertakes freelance work for the Nuffield Foundation. In 2022-23 the EIF received income totalling £14,808 (2022: £52,405) from the Nuffield Foundation.

Kelly Beaver, a trustee of the charity, is the chief executive of Ipsos MORI and a Senior Research Fellow of Kings College London. During the year grants totalling £240,717 were paid to Ipsos MORI and £72,898 to Kings College London (2022: £285,592 and £109,899 respectively).

None of the above transactions had any security, bad debts, write-offs or guarantees associated with them. All were made in the ordinary course of business and the associated trustees derived no benefit from them.

There were no donations from related parties which were outside the normal course of business and no restricted donations from related parties.

There were no other related party transactions in the period under review.

The board of trustees are committed to transparency where there is or may be perceived to be a conflict of interests with the work of the Foundations. Details of any relevant disclosures are made annually in the Trustees' Report.

23 Operating lease commitments

The charitable company's total future minimum lease payments under non cancellable operating leases relating to property is as follows:

| | 2023 £ | 2022 £ |
|-----------------------|----------------|----------------|
| Within 1 year | 278,436 | 278,436 |
| Between 2 and 5 years | 180,029 | 458,465 |
| Over 5 years | - | - |
| | <u>458,465</u> | <u>736,901</u> |

Foundations - What Works Centre for Children and Families
Notes to the Financial Statements for the year ended 31 March 2023

24 Merger of Early Intervention Foundation and What Works for Children's Social Care

The Early Intervention Foundation, a company limited by guarantee (company number: 08066785) and a registered charity (registered number: 1156052) and What Works for Children's Social Care (company number: 12136703), a registered charity (registered number: 1188350) merged with effect from 15th December 2022 to form What Works for Early Intervention and Children's Social Care. All of the charitable undertaking, assets and liabilities of the Early Intervention Foundation were transferred to What Works for Children's Social Care. All of the trustees of the Early Intervention Foundation became trustees of What Works for Children's Social Care which was renamed What Works for Early Intervention and Children's Social Care. Subsequently on 25 May 2023 the company was renamed Foundations – What Works Centre for Children and Families. .

A combination of public benefit organisations which meets the definition and criteria of a merger is required to adopt merger accounting principles in preparing its accounts. Accordingly, these accounts have been presented as if the merging organisations had been a combined entity throughout the period and comparative figures restated on the same basis. Adjustments have been made where the accounting policies of the merging entities differed previously to present figures on the basis of uniform accounting policies consistently applied by both organisations over the periods.

The analysis of the principal components of the Statement of Financial Activities for the year ended 31 March 2023 is as follows;

| | Early Intervention Foundation (Pre-merger) | What Works for Childrens Social Care (Pre-merger) | What Works for Early Intervention and Children's Social Care (Post-merger) | Combined Total |
|------------------------------|---|--|---|---------------------------|
| | £ | £ | £ | 2023 £ |
| Total Income | 1,829,517 | 6,544,473 | 4,614,159 | 12,988,149 |
| Total Expenditure | 2,012,000 | 6,461,787 | 4,509,622 | 12,983,409 |
| Net movement in funds | <u>(182,483)</u> | <u>82,686</u> | <u>104,537</u> | <u>4,740</u> |

The analysis of the principal components of the Statement of Financial Activities for the year ended 31 March 2022 is as follows;

| | Early Intervention Foundation (Pre-merger) | What Works for Childrens Social Care (Pre-merger) | Combined Total |
|------------------------------------|---|--|---------------------------|
| | £ | £ | 2022 £ |
| Total Income | 2,777,446 | 17,609,367 | 20,386,813 |
| Total Expenditure | 2,726,082 | 17,254,848 | 19,980,930 |
| Net movement in funds | <u>51,364</u> | <u>354,519</u> | <u>405,883</u> |
| Total funds brought forward | 1,644,174 | 563,507 | 2,207,681 |
| Total funds carried forward | <u>1,695,538</u> | <u>918,026</u> | <u>2,613,564</u> |

Foundations - What Works Centre for Children and Families
Notes to the Financial Statements for the year ended 31 March 2023

Note 24 - Merger of Early Intervention Foundation and What Works for Children's Social Care (contd)

The analysis of the net assets as at the date of merger, 15 December 2022, is set out below;

| | Early Intervention Foundation | What Works for Childrens Social Care | Transfers | Combined Total |
|------------------------|-------------------------------------|--|-------------|-------------------|
| | £ | £ | £ | £ |
| Net Assets | <u>1,513,055</u> | <u>1,000,712</u> | <u>-</u> | <u>2,513,767</u> |
| Represented by: | | | | |
| Unrestricted funds | | | | - |
| General fund | 1,281,631 | | (1,281,631) | - |
| Designated fund | 231,424 | | (231,424) | - |
| Restricted funds | - | 1,000,712 | 1,513,055 | 2,513,767 |
| Total funds | <u>1,513,055</u> | <u>1,000,712</u> | <u>-</u> | <u>2,513,767</u> |

As a consequence of the merger, the unrestricted reserves of the Early Intervention Foundation became restricted reserves of the merged charity.

The following adjustments were made in order to align accounting policies;

| | £ |
|--|------------------|
| EIF Funds brought forward as at 1 April 2022 | 1,639,036 |
| Adjustment to EIF funds brought forward as a consequence of adopting revised depreciation rates | 5,138 |
| Restated funds brought forward as at 1 April 2022 | <u>1,644,174</u> |
| | 2023 |
| | £ |
| Change in the depreciation charge for assets of the Early Intervention Foundation as a consequence of adopting revised depreciation rates. | <u>1,368</u> |
| | 2022 |
| | £ |
| | <u>(10,566)</u> |

Any charges between EIF and WWCS have been eliminated in preparing the merged accounts.

Accounts



What Works *for*
**Children's
Social Care**

Report and Financial Statements

For the year ended 31 March 2022

Company number: 12136703

Charity number: 1188350

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Trustee Report

For the period ended 31 March 2022

Company number: 12136703

Charity number: 1188350

Registered office and operational address: The Evidence Quarter, Albany House, Petty France, Westminster, London, SW1H 9EA

Trustees

- Jenny Coles, Chair
(Appointed 30 May 2021)
- Professor Leon Feinstein - University of Oxford
(Appointed 1 January 2020)
- Professor Elaine Sharland - University of Sussex
(Appointed 1 January 2020)
- Jack Feintuck - Deputy Director, Prime Ministers Implementation Unit
(Appointed 1 January 2020)
- Ailsa Swarbrick - Director, Tavistock and Portman NHS Foundation Trust
(Appointed 1 January 2020)
- Fiona Johnson, Director of Communications, Nuffield Trust
(Appointed 1 January 2020)
- Steve Walker, Director, Leeds Relational Practice Centre
(Appointed 30 May 2021)
- Lucy Butler, Executive Director of Children(DCS), West Sussex County Council,
(Appointed 30 May 2021)
- Bev Barnett-Jones, Associate Director, Nuffield Family Justice Observatory Director
(Appointed 30 May 2021)
- Lauren McCann, General Counsel and Monitoring Officer, Kingston-upon-Thames Borough Council
(Appointed 30 May 2021)

Bankers

Lloyds Bank Plc
25 Gresham street
London
EC2V 7HN

Solicitors

Bates Wells
10 Queen St Place
London
EC4R 1BE

Browne Jacobson
15th Floor
6 Bevis Marks
London
EC3A 7BA

Temple Bright LLP
81 Rivington St
Shoreditch
London
EC2A 3AY

Auditors

Moore Kingston Smith LLP
9 Appold Street
London
EC2A 2AP

The trustees present their report and the audited financial statements for the year ended 31 March 2022.

What Works for Children's Social Care was incorporated as a company limited by guarantee on 2 August 2019 with Company No. 12136703.

What Works for Children's Social Care was registered as a charity on 4 March 2020. Charity No. 1188350.

Reference and administrative information set out on pages 3-4 form part of this report. The financial statements comply with the current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Background

What Works for Children's Social Care was established by the Department for Education in 2017 to provide a rigorous evidence base supporting good practice in children's social care.

We seek to improve the lives of children and families through setting standards in research and generating the best evidence into what works in children's social care.

Our vision is for a world in which all children thrive, regardless of their early childhood experiences and that children's services improve the lives of children who need support and protection.

Our mission is to improve the lives of children and families through setting standards in research and generating the best evidence into what works for children's social care.

We generate, collate and make accessible the best evidence for practitioners, policy makers and practice leaders.

Engagement is central to our approach and we work in close consultation with leaders, practitioners, children and young people, families and researchers across the sector.

We recognise that in order to improve the lives of all children and families, we need to do work that looks specifically at the needs and experiences of people who are marginalised. Understanding and exposing inequality is an important part of our function because in doing so we can strive to learn what works for all children and families and play a part in redressing inequalities. We believe that engaging with a diverse range of voices and creating opportunities for people from minoritised groups to participate in our work means we are better placed to understand what works for all children and families.

Just over three years since our permanent team began to form, we have launched over 80 new research projects, working in partnership with nearly 150 local authorities across England (almost all local authorities that deliver children's services).

We are an official member of the What Works Network, and we have driven substantial investment into producing high quality research evidence in children's social care.

Objectives

The Articles of Association of WWCSA state that the charity exists to:

- promote the care, safety and upbringing of children and young people;
- relieve the needs of children, young people and families arising as a result of their being at risk or in social care;
- advance the effectiveness and efficiency of public services and the voluntary sector;
- advance education and research; and
- advance any other purposes recognised as charitable in England & Wales for the time being,

In particular (but without limitation) through the research, evaluation and dissemination of practice, policies, resources, and programmes intended to promote best practice and better outcomes in the care of children and young people across the UK and beyond.

Purpose

Our purpose is to improve outcomes for children, young people and families by collating, creating and translating evidence for practitioners and decision makers in the children's social care sector.

We have 5 strategic objectives to help us achieve this purpose:

Generate

We work with stakeholders to identify key priority areas and generate new evidence through trials and evaluations. We have begun more than 80 research studies since our inception to generate new knowledge in the sector. These studies include 32 randomised controlled trials, 8 quasi-experimental impact evaluations, and 25 pilots, and range from pre-birth and infancy support to support for care leavers, and from assessment through to foster care.

Collate

We collate what is already known, and summarise it through our publicly-available evidence store, launched in January 2019. Our evidence store currently has more than 30 entries and has been accessed more than 54,500 times since it was first launched. The store includes summaries of evidence on a range of interventions, going from parenting programmes, to whole system models, and everything in between.

Impact

We embed evidence in practice and champion the application of robust standards of evidence in children's social care policy and research. To reach frontline workers and decision makers, we have training programmes, with more than 400 social workers trained, and our evidence ambassadors programme, as well as regular webinars on research findings.

We include recommendations in our reports to help inform policy and actively engage with policymakers when we have findings and recommendations, so that our evidence translates into change for children and families.

We are also supporting the scaling of promising interventions, through the Social Workers in Schools trial, Supporting Families, Investing in Practice, and our Signs of Potential trials in schools.

Build capacity

We build capacity in the children's social care sector as well as in research communities, to develop and use evidence to inform social work practice and policy. We provide funding and support for researchers studying children's social care through Sparks Grants and funding of PhDs at UCL. Through Sparks Grants, we seek in particular to fund and support researchers and academics early in their careers and from under-represented backgrounds.

We are further building capacity for evidence through our Practice in Need of Evidence (PINE) programme which works with social care organisations with tools, support and resources to begin evaluating their own practice. This year we took an agile approach to enable more organisations to take part and to move through the programme more effectively. We have worked with nine new organisations in this way and have identified some promising practice and partners who are motivated to evaluate their practice. This could lead to larger scale evaluations in the future. Some PINE evaluations will conclude this year and we are exploring options for how we can continue to work with partners to grow the evidence base and move toward evidence of impact on children and family outcomes.

Resilience

We are an independent and sustainable organisation, with a skilled multi-disciplinary team who are committed to our organisational values. We have built a strong and sustainable infrastructure and support staff development and wellbeing through internal programmes. To ensure a consistent focus on Equality, Diversity, Inclusion and Equity (EDIE), 3 internal EDIE leads have been appointed who are leading on the development of an EDIE action plan to inform all future work.

Our approach

What Works is based on the principle that good decision-making in public services and policy should be informed by the best available evidence. Where evidence does not exist, high quality research should be carried out or commissioned to find out what works.

Our focus is, as our name suggests, primarily on finding 'what works' - that is, what are the impacts of an intervention, or practice, on outcomes for young people, their families, and social workers. This focus informs both the kinds of interventions that we fund, and the methodological approach we use in our research. In particular, we favour causal research methodologies to find out whether an intervention has an impact, and particularly randomised controlled trials which gives us the best route to establishing the impact of an intervention. To date, we have launched 32 randomised controlled trials (RCTs) in children's social care; a step change compared to previously low use of this approach in social work research. We have also made wide use of so-

called 'quasi-experimental' research designs that try to answer the same questions in circumstances where a RCT is not possible or desirable.

This 'what works' question is not our sole focus, however. We are also interested in the context in which interventions or programmes work, whether they have a different impact on different people and why interventions work or don't. A growing proportion of our work reflects this by considering the effects on different groups, and particularly members of different racial or ethnic groups.

We have also invested heavily in projects that are not yet ready to be implemented at the scale required for a large impact evaluation, funding 25 pilot projects, which look to understand the feasibility; desirability, scalability and challenges of a new idea.

Finally, our research includes analysis of data, both quantitative and qualitative, to better understand the lives and experiences of young people with a social worker, and the system that exists to support them.

All of our research follows four principles:

Impact: Our research should focus, wherever possible, on the impacts that interventions have on outcomes. This focus on working out what change in outcomes is attributable to a particular intervention is key to the 'what works' approach to research.

Nuance: Our research must recognise that young people and their families are unique and experience different circumstances in different ways. Our research, while remaining true to our aims of uncovering impact, should reflect the fact that the world is complex and nuanced, and what works on average might not work for everyone.

Usefulness: We must be able to identify who our research can benefit, and/or who can make use of it, before we embark on a project. Will it help a social worker decide how to work with a family? A manager to know what services to refer families to? A senior leader, or policymaker, decide how to spend money or how to structure their services? Research without this focus on usefulness can be valuable - but it is not for us to conduct or fund.

Empowerment: Social workers are at the heart of much of our research, and our research should aim to empower them. As such, our research should be conducted with social workers; to tackle problems that they have identified; and to help them in their practice.

Public benefit

Trustees have complied with the duty in section 17 of the Charities Act 2011 and have due regard to the public benefit guidance published by the Charity Commission, including their guidance in PB2 (Public Benefit:Running a Charity).

Achievements

a) Sector engagement

Our work over the last two years has generated substantial appetite in and around the sector for engagement with the What Works initiative. To date, 112 local authorities have been involved in some kind of engagement with the centre, of which 100 are actively involved in research projects under the centre's auspices.

Prior to 2019, only two local authorities had been involved in RCTs, and only two such trials had been carried out. By the end of the 2021/2022 financial year, more than half of all local authorities were or have been involved in an RCT. More than 32 RCTs are underway or have been conducted in the sector.

We enjoy positive relationships with stakeholders across the sector, as well as advocacy groups and potential funders who share our ambition of improving practice in the sector and outcomes for children and families. We held a number of roadshows around the country to engage with practice leaders about our work and regularly present at sector conferences and events.

Polling

Over the two years up to March 2021, we have also built up a panel of 750 (and growing) registered social workers who respond to questions on a regular basis. In the year from March 2021 to March 2022 our reach grew to 1461 registered social workers. As well as feeding into our priority setting, polling surveys allow us to take the pulse of the profession ranging from issues of the day to future developments of the sector. For example, from September 2021 to March 2022, the Independent Review of Children's Social Care used the polling site to send surveys to social workers on a number of key areas to feed into their overall engagement with the sector. Going forward, the polling site now sends out surveys to feed into research projects at the point of development.

b) Collation of evidence

Collation of research - drawing together what is known, and summarising it in an accessible way - is an important part of our work at What Works for Children's Social Care. This work takes a number of forms.

Our Evidence Store

Our Evidence Store, hosted on our website, aims to be a one-stop shop for evidence in children's social care. Entries in our evidence store each describe a particular intervention or practice, and what the evidence base currently says about it.

The store hosts more than 30 entries as of March 2022, covering interventions from web-based parenting support to the Signs of Safety practice model.

New systematic reviews

Where a topic has not been systematically reviewed in the past, we will sometimes either conduct or commission a new review ourselves, to help fill this gap. Although the majority of the work we do is 'primary' research, based in the field, we have nonetheless conducted or commissioned several systematic and rapid reviews in the last three years including on:

- the impact of the [Signs of Safety](#) practice model on a range of outcomes, including entry to care;
- the impact of Family Group Conferences on care entry;
- the effectiveness of policies, programmes and interventions to improve outcomes for young people leaving the care system;
- the experiences of young people who experience CSE during/around transition from Children's to Adult Social Care Services;
- [matching in foster care](#);
- [social work practice in safeguarding disabled children and young people](#);
- [the representation and experiences of ethnic minority social workers in England](#)
- [the outcomes of Black children in care](#);
- [the quality of decision making and risk assessment](#);
- [reunification for children who return home from care](#);
- the experience of teenagers in care;
- domestic abuse;
- mental health of care leavers; and
- attendance of children with a social worker.

c) Create evidence & research

Our research is vital to who and what we are as an organisation. We conduct varied research, including randomised controlled trials, implementation and process evaluations, descriptive data analysis or systematic reviews.

Research for the Independent Review of Children's Social Care

WWCSC was appointed as a research partner for the Independent Review of Children's Social Care. As part of this work we produced four new research reports, published four systematic reviews (three of which were externally commissioned) and supported the team's thinking with several rapid evidence summaries. We also polled social workers on questions the Review team were grappling with.

Residential Care

Using national administrative data, we produced a descriptive analysis of the experiences of children who have had a placement in a residential children's home subject to children's homes regulations in England.

Our analysis used individual-level, national data from the Children Looked After Dataset (SSDA903, CLA dataset), linked with extracts of the National Pupil Database (NPD) between 1998/99 and 2019/20. Using descriptive statistics, we summarised the experiences of a snapshot of all children who were living in residential care in 2019/20 and a cohort of children who turned 18 in 2019/20 who had at least one residential care placement during childhood. We also ran regression analyses to identify characteristics of children in care which are associated with the likelihood of experiencing a residential care placement.

We found high levels of need, unstable care journeys and poor outcomes of children who have experience of residential care. Boys and white children tend to be overrepresented in residential care. Instability prior to entering residential care is common, such as multiple placement breakdowns and fixed exclusions from school. This instability continues upon entry to residential care, with most children going on to experience multiple additional placements. Our findings speak to the notion of residential care as a 'last resort' used after foster care and kinship care placements break down. Outcomes for children who have lived in residential care tend to be relatively poor compared to average outcomes for children in care. The report of the analysis of the administrative data is due to be published in May 2022.

Kinship Care

Our research into formal kinship care arrangements in England provided a descriptive analysis of national administrative data focussing on two specific types of kinship care arrangements: kinship foster care whilst in care and Special Guardianship Orders (SGO) granted to kin.

The analysis used individual-level, national data from the Children Looked After Dataset (SSDA903, CLA Dataset), linked with extracts of the National Pupil Database (NPD) between 1998/99 and 2019/20. We summarised the experiences of children who were in kinship care in 2019/20 and those that turned 18 in 2019/20 who have ever been in a kinship care placement using descriptive statistics.

We found a high degree of local variation in the use of kinship foster placements and kinship SGOs across local authorities. The rate of kinship care placements ranges from 4% to 39% across Local Authorities (LAs). The rate of kinship special guardianship ranges from 2% to 27%.

Proportionally more girls live in kinship foster care and kinship special guardianship, relative to their representation in the wider care population. Children from minority ethnic groups, and Black children in particular, are underrepresented among children living in kinship foster care and kinship special guardianship. This is contrary to findings that children from minority ethnic groups are overrepresented in informal kinship care arrangements.

SDQ scores, KS4 school exclusions, and KS4 school attainment for children who ever live in kinship foster care are similar to those for all children who are ever in care. Children who ever leave care to a kinship special guardian typically have lower rates of school exclusions and higher attainment at KS4 compared to all children in care.

The report of the analysis of the administrative data is due to be published later in 2022.

Understanding service provision for children in need

We explored the support offered to the children and their families who have a Child in Need plan across four local authorities, to add to limited existing research about the needs of children who are on these plans.

We carried out a manual review of 82 case files of children with a Child in Need plan and supplemented this with in-depth case discussions with practitioners. We held seven focus groups with 29 social work staff, along with 11 interviews with parents of children with a Child in Need plan.

We found inconsistency across local authorities in how Child in Need plans were used, thresholds for involvement and interventions, and the range of services offered to families in need of support. The findings also reaffirm that there is still much that is unknown about the characteristics and experiences of those on Child in Need plans. The report of our findings is due to be published later in 2022.

Commissioning secure children's home placements

Commissioning secure children's home (SCH) placements is an important area of research given the cost of these placements and the complexity of needs of young people in these settings. We published a thematic analysis of stakeholder views and recommendations.

We reviewed the existing research on secure accommodation provision and SCHs; analysed the most recent data on SCHs and the characteristics of children referred and placed in these facilities; and conducted a thematic analysis of the most recent Ofsted reports (n=13) and 17 in-depth interviews with a total of 24 stakeholders. We invited all SCHs in England to participate in the in-depth interviews, as well as a sample of LA commissioners, representatives from the Youth Custody Service (YCS), Ofsted, the Secure Welfare Coordination Unit and several third sector organisations.

We found broad agreement among stakeholders that in order to achieve improvements, central government should play a bigger role in facilitating coordination, accountability and oversight of referrals and placements in SCHs. Interviewees also felt that occupancy rates alone are not a meaningful indicator of supply, and the needs of children referred to SCHs have become increasingly complex - whilst SCHs have not evolved to meet these increasing needs, including severe mental health difficulties. There is a clear sense from the stakeholders interviewed that the ability of SCHs to meet their original purpose – to safeguard society's most vulnerable children – has been compromised, largely due to sufficiency issues driven by an absence of adequate oversight of the SCH provision. The report of our findings is due to be published in May 2022.

Review of sufficiency strategies

Over the last 10 years, local authorities (LAs) have had to respond to an increasing demand for children's services. Whilst it is known that the number of children in care is increasing and that commissioning practices vary across LAs, the capability and efforts of local authorities to respond to this challenge are less well understood. We carried out an analysis of the available and up-to-date sufficiency reports produced by LAs in England (81 strategies, representing 84 local authorities in England) to better understand this response. We extracted and analysed information related to demand, supply, access, costs, experience and use of commissioning frameworks, and market shaping activities.

Our findings reveal some nationally shared challenges dealing with increasing numbers of children in care as well as changes in children's needs. Coupled with the increasing costs of services and difficulties forecasting future need, our analysis creates a picture of LAs struggling to navigate the marketised system of children's residential care and to provide the quality of services which they strive to achieve.

We found a wide variety of responses to improve commissioning decisions and processes. We concluded that further evaluation of these is needed to understand the outcomes associated with these approaches. However, the diverse needs and characteristics of LAs mean that strategies associated with positive outcomes in one setting will not by default transfer to another. [The report of our findings was published in March 2022.](#)

Evidence summaries

We also [published evidence summaries](#), which provided brief notes intended to give IRCSC a quick overview of some of the evidence on a particular topic or question. They were not conducted or written as rapid reviews, systematic reviews or comprehensive literature reviews. We published nine summaries in total:

1. The long term impact of adversity
2. What is the impact of family support/preventative services?
3. What is the impact of high-quality relationships on the development and outcomes of a child who has experienced adversity and/or trauma?
4. Intergenerational cycles of significant adversity
5. Is there a typology we can apply to children who are in contact with children's social care?
6. Mental health of children and young people in care
7. Direct payments
8. How are non-professional relationships associated with outcomes for children with a social worker?

Kinship care

In addition to the evidence summaries, WWCSA was asked to create a policy matrix in order to understand the impact of policy interventions on child maltreatment and children's social care outcomes. The policy matrices provided summaries of individual studies as well as systematic reviews that came from a rapid search of evidence. Headline findings found that general socioeconomic conditions, tax credits, housing, welfare reform, as well as neighbourhood and community level factors have relationships with child maltreatment and children's social care involvement. In particular, removal of cash and tax benefits seem to have a significant relationship with child maltreatment and children's social care involvement.

Safeguarding in Schools

Schools are an appealing site for social care and early help interventions, as they are the closest thing to a universal service for young people. Although this has been disrupted by the 2020/21 COVID-19 pandemic, the role of schools remains central both to a child's education and to their safeguarding. As a result, we have a number of projects focused on safeguarding within schools.

Social Workers in Schools (SWIS) scale-up

This study will evaluate an intervention which bases social workers in schools (SWIS) with the aim that they work more effectively with education colleagues and with children and families. The research design is a RCT and it builds on three smaller feasibility studies which found SWIS to be a promising approach and recommended exploring the intervention further.

Social workers have been working within schools across 21 Local Authorities (LAs) in England, and the study will evaluate the impact of the programme by comparing outcomes between schools that have a social worker and those that continue as normal, without a social worker based on the premises. Schools were selected randomly from a pool of schools put forward by LAs to receive a social worker, this was so we could be confident that any differences observed are due to the intervention and not another difference between the groups.

The primary outcome we have been testing is Child Protection (Section 47) enquiries, but we have also been analysing other social care and educational outcomes to see what impact the intervention has on these.

The time period of the intervention has now been extended until the end of August 2022 with 20 participating LAs, and the COVID-19 pandemic has caused us to change some activities that were planned, which has also changed the nature of some data collection activities. The main changes are:

- Timing of analysis and reporting updated to reflect the extended intervention period (e.g. meaning that the main impact analysis will now be reported in 2022 rather than 2021, along with the domestic abuse analysis and the follow up analysis and final report will now be published in January 2024).
- Changes to the data collection activities in the IPE, to reflect the fact that all case studies were forced online by the pandemic and conducted remotely.
- Additional data collection activities in the two extra terms, e.g. interviews with key decision makers in local authority 'front door' teams.
- The use of the 2018/19 school year as a baseline, rather than the 2019/20 school year as originally planned. This is because the 2018/19 year is the most recent year not affected by the COVID-19 Pandemic and therefore a more realistic baseline to use.
- Changes to the economic evaluation to reflect discounting to costs beyond 12 months from the start of the intervention, to present values using nationally recommended discount rates.

As the intervention comes to a close the SWIS programme has hosted the final Community of Practice (COP) events for Social Workers and Team Managers. Two in-person events were held in London and Manchester earlier this month, as well as a virtual event. This gave an opportunity for Social Workers and Team Managers to come together to reflect on the intervention and celebrate their work, as well as looking at what the future holds for SWIS.

Supervising Designated Safeguarding Leads (DSL)

The DSL scale-up evaluation aims to establish the impact of providing a designated social worker to supervise DSLs in primary and secondary schools. The programme involves each participating local authority assigning a dedicated social worker to supervise DSLs to support children and families more effectively, with the aim of improving the appropriateness and quality of contacts to children's social care. It is also hoped that the intervention will result in increased confidence in

decision-making and reduced anxiety among DSLs. Supervision is provided in the form of one-to-one sessions, intended to take place on an approximately monthly basis.

The evaluation includes a RCT, along with an implementation and process evaluation, and analysis of costs. The RCT involves half of schools within each local authority being allocated to receive the programme (the treatment group), and half who do not and who continue operating business-as-usual (the control group). Supervision sessions started to be delivered to schools within the treatment group in the school year 2020/21 and, following two extensions to the initial planned delivery periods.

The delivery of the programme will end in July 2022 and we will then be coordinating data collection alongside NIESR until September 2022.

Whole system change

Whole system change in local authorities has been an area of interest for years. In these practice models, there is often training of entire workforces; culture changes; and/or restructuring of the local authority. These models are seen as promising approaches to support struggling local authorities or improve practice within successful authorities. We are currently evaluating four models: Strengthening Families, Protecting Children (SFPC); Family Valued; No Wrong Door and Family Safeguarding. Each practice model is being evaluated using a mixed methods approach, including a stepped wedge randomised trial, a difference in difference analysis and an implementation and process evaluation. We also conducted pilot evaluations which are available on our website. The findings from the impact evaluations are due in 2026/27.

For the Department for Education (DfE)'s SFPC programme, we are evaluating the roll out of three practice models in 14 new local authorities and have agreed to produce interim reports for all three models to support DfE monitoring plans. For family valued, 2 of the 5 local authorities implementing the model have started using it, though data collection for the impact evaluation in Solihull was temporarily paused following the National Safeguarding Panel's review after the murder of Arthur Labinjo-Hughes. All other evaluation activities have progressed as planned. Implementation and evaluation also continues as planned for no wrong door and family safeguarding.

Targeted interventions

As well as researching whole system models of change, we also fund, and research, more targeted approaches to supporting families and young people in particular circumstances, or experiencing particular challenges. Some of these projects are outlined below.

Supporting Families, Investing in Practice

We have partnered with the DfE to support the expansion of three interventions or models initially funded through the Children's Social Care Innovation Programme, while also further building up the robust evidence base around them. These interventions have been extended to 56 local authorities through this programme, and will produce impact evaluations.

Mockingbird

The Mockingbird Family Model is an innovative approach to foster care using an extended family model that provides sleepovers and short breaks, peer support, regular joint planning and training, and social activities. The programme aims to improve the stability of foster placements and strengthen relationships between carers, children and young people, fostering services and birth families. Seven sites, made up of ten local authorities, are taking part in the scale up of this model. The Rees Centre, University of Oxford are the evaluators, and the final report will be completed by May 2023.

Family Group Conferences (FGC)

FGC are meetings attended by a child's wider family and support network to come together, plan and make decisions for a child who is at risk. Daybreak's model, providing a FGC at the pre-proceedings stage, is being evaluated as a randomised controlled trial, aiming to provide more appropriate support to the child and reduce the need for entry to care. The primary evaluation question relates to care status:

- does referring families for Family Group Conferencing rather than care as usual at the pre-proceedings stage, change the likelihood that children in 22 local authorities in England are in care (looked after), 12 months after the pre-proceedings letter?

There are also four secondary questions, relating to changes in:

1. the perceived inclusiveness of how the local authority worked with the parent(s)
2. sustainment of living arrangement following a court judgement
3. time spent in care, and,
4. the likelihood that court proceedings go ahead.

Coram are the evaluators, and the final report will be completed by October 2022.

Family Drug and Alcohol Courts (FDAC)

FDAC are an alternative to normal family court proceedings, where parental substance misuse is the predominant concern. Alongside the court, a team of professionals with different specialisms – in areas including substance misuse, domestic violence & abuse and mental health — work closely to support the family throughout the court process.

There are three evaluation strands of FDAC:

- Strand 1 - The impact evaluation: a quasi-experimental design, which aims to assess the impact of FDAC on the likelihood that children are reunified with their parents at the end of care proceedings, relative to ordinary care proceedings. This is being led by NatCen Social Research, and the final report will be completed by December 2022.
- Strand 2 - Two feasibility pilots of additional variations of FDAC: (a) parent-mentoring (b) post-proceedings support, to better understand implementation of these components, what these involve, and how acceptable they are to families and practitioners. The University of Sussex is conducting the evaluation of the parent-mentoring component, and King's College London is conducting the evaluation of the post-proceedings support intervention. These reports will both be completed by December 2022.
- Strand 3 - A randomised controlled trial of a light touch service engagement intervention: sharing parent-to-parent letters to increase parental attendance and levels of engagement with the FDAC process. This is being evaluated by the Centre for Evidence and Implementation (CEI), and will be completed by December 2022.

My View - British Refugee Council

This project, led by the British Refugee Council (BRC) and carried out in four areas (London, Liverpool, Leeds and Kent), provides counselling and therapeutic support to unaccompanied asylum seeking children to help improve their mental health and wellbeing, and is being evaluated using a randomised controlled trial.

From April 2021-March 2022, British Refugee Council has been delivering the mental health service for unaccompanied asylum seeking children alongside the evaluation (impact, IPE and cost evaluation) from Ipsos MORI and the Centre for Evidence and Implementation (CEI). Due to the high demand for the service and staff capacity issues, BRC had to close the waitlist for four months. This severely affected the impact evaluation. As a result, it was agreed to extend the project by six months to help reach sample size targets of 280 participants.

No Recourse Early Action Model (NOREAM) - Hackney Council

The NOREAM project in Hackney provides support to families who do not have recourse to public funds. The service works with families who are particularly vulnerable, before their needs escalate, and thus aims to reduce the need for state intervention in their family life. From Feb 2021-March 2022, Hackney London Borough Council has been funded to deliver the NOREAM service alongside funding for a formative evaluation by the CEI and London School of Economics (LSE). Despite considerable challenges to data collection, the final report is set to be published later in 2022.

Prevent, Protect, Repair (PPR)

The London Borough of Lewisham has been funded to deliver their 'Prevent-Protect-Repair' programme, which supports families where there is a risk or history of domestic abuse. The intervention has several strands of work. It includes the training and capacity building of children's social care staff who are not domestic abuse specialists, in order to better identify, record and report domestic abuse; understand the impacts of domestic abuse on children and families; directly offer evidence-based support; and fully consider the role of fathers on risk and protective factors. From February 2021 until January 2022, Lewisham Council was funded to deliver the PPR programme. The Anna Freud Centre was funded to conduct a formative evaluation of the programme, and the final report will be published later in 2022.

We Can Talk About Domestic Abuse (WCTADA)

Wirral Council has been funded to deliver the WCTADA service to families in contact with social services where there is domestic abuse. The programme aims to develop new ways of working to improve the experience of social care processes for families so that they feel believed, supported and empowered, whilst being appropriately safeguarded. A formative evaluation is being carried out by Manchester Metropolitan University and the final report is set to be published later in 2022.

Thriving Babies; Confident Parents

Thriving Babies: Confident Parents is a pilot evaluation run by Manchester City Council and evaluated by Oxford Brookes University that aims to intervene at an early stage to support potentially vulnerable parents of babies and infants pre and post birth. This project works proactively with parents to build upon their strengths and develop understanding to the needs of babies and children; developing their parenting skills, reducing risk, creating family resilience and supporting parents' wellbeing. This work is directed by a named 'key worker' for the family, developing a trusting relationship. The project also aims to wrap other support round the parent

and family, e.g., to help with mental health needs. This is achieved through strong links with the voluntary sector and through deployment of the 'Think Family Coordinator' for individual families.

The evaluation was originally planned to run between April 2021 to June 2022. However, due to challenges recruiting the target sample size, the project was extended for 3 months and is now on track for completion in September 2022. Interim report findings suggest Thriving babies has increased parents' confidence and knowledge about looking after their babies, improved antenatal and postnatal attachment and has improved parenting confidence. There was also early evidence of improved multi-agency working and coordination, along with improved working relationships between partner agencies.

Lighthouse Parenting Programme

The Lighthouse Parenting Programme is an adaptation of Mentalization-Based Treatment (MBT) and has been specifically developed for parents for whom there are serious parenting concerns. It aims to promote safe and sensitive caregiving by helping parents to understand their children's needs and repair the relationship when harmed. The evaluation is a RCT taking place in five local authorities and aims to evaluate the effectiveness of the programme with regards to the risk of a parent physically abusing their child, and the child's social care status. All local authorities had recruited parents into the programme by Spring 2022, with the evaluation reporting in Spring 2023.

Empowering parents and professionals using video interaction guidance

Video interaction guidance (VIG) is a relationship-based parenting intervention in which a practitioner films a parent and infant dyad interacting in short, one-to-one sessions. By providing supportive feedback on these sessions based on edited clips of better-than-usual moments, VIG aims to promote parental sensitivity, child attachment and longer term social and emotional development. We funded the delivery of this programme and commissioned a full-scale RCT to determine its impact. There were significant challenges with regards to referrals into the programme, which meant the evaluation is no longer viable and the programme was therefore terminated early.

Workforce retention and wellbeing

Workforce retention and wellbeing is a significant challenge in children's social care. The [latest DfE figures](#) show that 15.4% of FTE children's social workers left their role in 2020/21, the highest rate in at least five years (when comparable data collection began). Anecdotally, there is reason to believe that recruitment and retention challenges have worsened following the Covid-19 pandemic. Senior leaders have reported that many social workers want to leave 'stressful' roles in Child Protection. In response to these challenges, LAs have turned to agency staff, who make up 15.5% of the workforce, but these are expensive and an inefficient use of resources. Social worker wellbeing is also linked with the outcomes of the children and families they are working with.

Many social workers and researchers argue convincingly that structural changes - including better pay or lower caseloads (or both) - would help to address the problem. Such changes would be enormously costly and not within the gift of local authorities to change or implement.

While we continue to seek funds to test the impact of such changes, we have focused our work on changes that are within the power of local authorities to administer.

Happier, Healthier Professionals

Our Happier, Healthier Professionals programme designed and evaluated a series of light-touch interventions aimed to improve social worker wellbeing, sickness absence and turnover. The findings suggest that these interventions can be effective in improving social worker wellbeing, but that these effects are likely to wane relatively quickly. As part of this programme, we also conducted an online experiment testing interventions which might reduce racial bias in hiring practices. We also evaluated the introduction of dictation software to aid social workers' reporting, and a flexible working policy implemented in one LA. [The happier, healthier professionals phase two report was published in January 2022.](#)

Symbolic Awards: Messages from Beneficiaries

Social care staff were sent a video of care leavers from their LA talking about their positive experiences with their social worker. We did not observe a significant impact of the intervention on any of our outcome measures. However, during interviews participants were very positive about the intervention, reporting that it had a positive impact on their motivation and well-being. This is supported by exploratory analysis which indicated that the intervention may have been effective in the weeks directly following its launch, before the effects appeared to wane over time.

Social Workers Inspiring the Next Generation (SWING)

Newly qualified social workers and social workers in-training from Frontline received weekly messages, written by Frontline alumni and experienced social workers, reflecting on the challenges they had faced at the start of their career in social work.

The messaging did not have a statistically significant impact on any of our outcomes. Interviews conducted with participants suggest that this could in part be due to general fatigue from the high frequency of well-being related communications they receive, which had increased in intensity over the COVID-19 pandemic. Participants also indicated that they would have preferred more practical advice.

Increasing diversity in social work hiring

This study consisted of two online experiments designed to test interventions that might reduce bias in social worker recruitment processes. For both experiments, participants were asked to evaluate fictitious CVs for a hypothetical managerial position within Children's Services.

In our first experiment, candidates with names typically associated with Minority Ethnic Groups were significantly more likely to be selected to progress in a fictitious hiring process when evaluated alongside another candidate than when assessed individually. They were also significantly more likely to be progressed than the candidates with White British names in this condition. In our second experiment, we observed no differences in the evaluation scores of candidates when they had either a name typically associated with White British or Minority Ethnic backgrounds, or when the name was removed in the 'blinded' condition.

Dictation software (pilot study)

A dictation software app – 'Dragon Anywhere' – was provided to social workers in two LAs. This software allowed social workers to quickly and easily dictate their case notes and reports rather than typing them.

There was high variance in rates of uptake from participants, with some participants regularly making use of the software while others barely used it at all. There was, however, some indication from participants that their usage may have been higher had they had access to the software for a longer period of time. There was also a range of perceptions of the impact of the software. Some participants reported substantial time savings of up to six hours per week, although others saw fewer opportunities to use the software and therefore enjoyed little benefit.

Flexitime (pilot study)

We evaluated a flexible working policy in which social workers are permitted to 'compress' their working hours into fewer days, so that they work either a four-day week or a nine-day fortnight. The flexible working policy was considered by participants to be a more reliable, and therefore preferable, means of redressing their work-life balance than time off in lieu (TOIL). Workload and team managers were also seen as important factors in determining whether participants adhered to their flexible working pattern. Participants were generally very positive about the policy, indicating that it positively impacts motivation and feelings of work-life balance. However, senior staff reported challenges in balancing staff's working patterns with service delivery.

Schwartz Rounds

Schwartz Rounds are an intervention which provides a forum for staff of all levels to share their experiences, stories, and reflections on the challenges of their work. These have been shown to be effective in healthcare and clinical settings, but had not yet been tested in children's social care. The [final report](#) of the randomised controlled trial of Schwartz Rounds was published in September 2021. The study aimed to test whether these open fora have an effect on staff wellbeing and workplace stress. Though not statistically significant, the research found that those who were invited to Schwartz Rounds reported a slightly lower number of sickness-related absences, and had lower average GHQ-12 scores – a widely used measure of psychological distress. The qualitative feedback from those who participated in Schwartz Rounds was almost universally positive, with staff reporting benefits in relation to personal wellbeing, collegiate relationships and their direct work with children and families.

Social work health check

Over the last twelve months we have worked with the Local Government Association and Principal Social Workers in 3 local authorities to develop a new standardised social work health check. We used validation techniques to optimise the survey to accurately measure wellbeing in this context and we now have a product that has the potential to be rolled out across the country.

Direct work with families and young people

Alongside our whole system work, and targeted interventions, we are also testing interventions that aim to improve or enhance the direct work that social workers do with families.

Creative Life Story Work (CLSW)

Life story work is a social work intervention that aims to help children and young people in care to understand and accept their personal history and future. A model of CLSW was implemented by Blue Cabin in three local authorities in North East England, Darlington, Gateshead and South

Tyneside, from April 2021 to March 2022. The CLSW aimed to improve home and school stability, optimism about the future, and improve relationships. 'All about me' creative experiences aimed to benefit looked-after children and young people aged 5 to 17, through six 90-minute sessions delivered by artists, in small groups of up to 6 children or young people over the course of 6 weeks.

This evaluation includes a RCT of the impact of the creative experiences on child outcomes; a process evaluation to gather in depth experiences of those taking part in creative experiences via interviews and a survey, and a cost analysis of the whole CLSW programme. This was the first ever RCT of a life story work intervention in the UK. The report will be published in the autumn of 2022.

Creative mentoring

Creative mentoring is an intervention providing direct mentoring support to young people who are looked after or have left care to build social and personal skills with the aim of reducing the likelihood of young people finding themselves Not in Education Employment or Training (NEET). We funded the delivery of this programme and commissioned a full-scale RCT to determine its impact. There were significant challenges with regards to referral rates and buy-in from sites, which severely affected the evaluation and the programme was terminated early.

Kitbags

This pilot study is being conducted from March 2021 to June 2022 and the report is due to be published in early September 2022. We are working with four local authorities, the University of Sussex and the International Future Forum to test Kitbags - a set of bespoke resources for direct work with children and families. Social workers and family support workers, foster and kinship carers (830 participants in total) are invited to use the Kitbag for direct work with children and young people. Each Kitbag contains a series of cards for activities, calming oil, puppets, and a talking stick to help young people feel heard. It is a resource designed to support the building of emotional literacy and regulation, understand the situation from the child's point of view, to discuss specific issues, and build good relationships - in this case between children, young people, and the social work professionals and carers who care for them. It is also aimed at social workers and family support workers to support themselves, and to be used as part of team meetings to build emotional awareness within the team.

LGBTQ+ Young People in Social Care (LYPSA Study)

We are working with The University of Birmingham on the LYPSA (LGBTQ+ Young People in Social Care) programme. This is a two part study, Study 1 is a qualitative study examining the experiences of LGBTQ+ young people in residential social care, and Study 2 is a RCT of a training programme for social workers aiming to improve their attitudes, knowledge and skills working with and supporting LGBTQ+ young people. The team at Birmingham are continuing with analysis for Study 1, and we are due to receive a draft report at the end of August. Study 2 has now been launched, and recruitment is underway, with the final report due March 2023.

Women in prisons

There has long been concern about the impact of separating children from their mothers when mothers are sent to prison and in 2019, Lord Farmer published a review on strengthening offenders' family relationships to reduce reoffending. As part of this review, he recommended that a case review of children removed from primary carers be undertaken. We have been working with the Chief Social Worker for England to review accepted and rejected applications to Mother and Baby Units (MBUs) in women's prisons in England and explore the social work input and wider decision making process that determines whether to offer an MBU placement to women in prison who applied.

To undertake the case review, we have appointed a panel of eight senior social workers to examine a sub-sample of 50 case files were examined: all 39 rejected applications where the mother and baby were not granted an MBU place, and a subsample of 11 accepted cases, where the mother was granted permission to take up a place in an MBU. There have been some changes in the membership of the review panel due to people moving roles, and Ofsted visits, as well as some difficulties obtaining files from different local authorities Social Care teams. However, all the available files have now been reviewed by the panel, and these findings will be analysed. Alongside this a thematic analysis is also underway which we hope to publish separately to the review.

Women with lived experience have been consulted via a charity called Birth Companions and a further consultation is due to take place over the summer.

COVID-19 report: How LAs have adapted social work practice

The COVID-19 pandemic and subsequent restrictions led to substantial changes in children and families' lives. We worked with the Early Intervention Foundation (EIF) to look at how local authorities' children's services adapted in response to the pandemic. We reviewed a wide range of sources to build an understanding of the challenges facing children's services during Covid-19 and then held focus groups with twelve local authorities to identify how their approach has changed. We then worked with six local authorities to develop logic models for new innovations and conducted a light touch implementation and process evaluations for three of these. The recurring themes in local authorities' response to the pandemic were: flexibility over the format of support, with an increased use of virtual support; a focus on multi-agency arrangements and increased data sharing between partners: and an increase in practical help, concentrating on the provision of basics and reduced formality between professionals and families. The [full report](#) of the findings was published in November 2021.

Analysis of Safeguarding Partners' yearly reports

The responsibility to safeguard and promote the welfare of children in a local area rests with three Safeguarding Partners (the local authority, health and the police) who have a shared duty to work together to safeguard children. We worked in partnership with the Child Safeguarding Practice Review Panel to carry out a review of Safeguarding Partners' annual reports. As well as looking at compliance with the reporting requirements in 'Working together to safeguard children', we looked at what areas Safeguarding Partners' are prioritising and how they are sharing and embedding

learning from case reviews. We found that overall the reports suggested that Safeguarding Partners had shown resilience, creativity and adaptability as partners took forward the new partnership arrangements during the challenges of the COVID-19 pandemic. However, there was disparity in the quality of reports, with a need to move away from descriptive accounts that focus on detailing actions taken to focus instead on setting out the evidence behind approaches and their impact. Our analysis suggests the need for yearly reports to have a sharper focus on impact, evidence, assurance and learning. [The full report](#) of the analysis was published in May 2021.

NIHR joint funding - Children and young people's mental health

We have partnered with the National Institute for Health and Care Research (NIHR) to fund projects/research into children and young people's mental health. The projects were chosen in November 2021, and projects have begun. The four projects funded are:

1) **Partnership for Change: co production and feasibility randomised controlled trial of Child and Parent Support (CAPS) to improve the mental health of children with a social worker**

Hosted by the University of Glasgow, this project is a feasibility study of CAPS to examine the potential for a future RCT. Families in which children have a social worker will be recruited and, after baseline assessments, randomly allocated to either CAPS or services-as-usual. Quantitative outcomes will be recruitment and retention rates (three and six months post randomisation). A qualitative process evaluation with participating families and stakeholders will examine views of CAPS and research processes. Final report is expected to be completed by June 2023.

2) **Kinship care: an evaluation of whether Kinship Connected improves young people's mental health outcomes**

Hosted by Ecorys, University of Exeter and Kinship, this feasibility study is assessing whether Kinship Connected (a supportive intervention open to all kinship carers and their families in the areas that it runs) improves children and young people's mental health outcomes. The study will also examine the potential for a future pilot RCT and determine what the key design features of such a pilot would look like. Final report is expected to be completed by December 2022.

3) **Watch Me Play! (WMP): a pilot feasibility of a remotely-delivered intervention to promote mental health resilience versus treatment as usual for Children (age 0-8) across UK early years and children's services**

Hosted by the Tavistock and Portman NHS Foundation Trust, this feasibility study will determine the feasibility and acceptability of delivering WMP for babies and children (age 0 to 8 years) referred to early years and children's services in the UK. The study will assess aspects such as recruitment, randomisation, perceived acceptability, reach, intervention mechanism (theory of change) as part of the feasibility study. Final report is expected to be completed by December 2023.

4) **What child and adolescent mental health services (CAMHS) interventions predict positive outcomes for which young people with a social worker: A mixed-methods study of clinical support and cost-effectiveness utilising linked operational data**

Hosted by NHS Cambridgeshire and Peterborough Clinical Commissioning Group, this project is a secondary data analysis study that aims to address the profiles and trajectories of children and young people with a social worker leading to and following from CAMHS treatment. The study will also explore what interventions and supports are provided, which are linked to positive outcomes, and the lived experience of access to and involvement with these services. In addition, an economic analysis will be conducted to determine the cost effectiveness of CAMHS provision for children and young people with a social worker. Final report is expected to be completed by mid 2024.

Race and equality

The social care workforce and the communities they serve experience individualised and structural racism. We know from existing data that some people with some racial identities are more likely to experience statutory intervention in their family life and we need to better understand the causes and outcomes of this. The social care workforce is one of the most diverse in public services however this is increasing discourse about social workers experiences of racism and the impact of it. We have recently begun a series of projects that aim to build our understanding of racism and its impact, with the ultimate objective of finding what works in anti-racism.

Examining race in all our research

Most impact evaluation, including randomised controlled trials, report average effects for the entire sample of people who received an intervention, compared to their peers who were assigned to a control group (or in quasi-experimental research, where they did not receive the intervention for some other reason).

This approach gives research statistical rigour, but it also means that the research is reporting average treatment effects for a general group, which can potentially mask differential effects for different groups, particularly where they make up a smaller part of the analytical sample. For instance, this approach might not show that an intervention works particularly well or not at all for minoritised communities.

We have drafted Equality, Diversity, Inclusion and Equity (EDIE) research guidance that sets out guidance on how to conduct research to ensure EDIE. The guidance details a range of different approaches to ensure race is examined in all our research, including removing barriers to participation, recruitment targets, oversampling, and subgroup analysis.

Exploring anti-discrimination in social care

Social Care Workforce Racial Equality Standards (SCWRES)

We have been supporting the development of the SCWRES and have a member of the Practice Team seconded to the Office of the Chief Social Worker to develop the standards in 18 initial Local Authorities childrens and adult social service departments. We analysed interim data from the initial stage of SCWRES and presented it to the delivery team. We facilitated logic model workshops for the 18 sites to support them to be evidence-minded in their anti-racism work. The secondment has now ended however we are still working with the stakeholders group and await the announcement of next phase of the programme.

Anti-Racism survey

We are members of the Anti-Racist Steering Group, founded by the chairs of the Principal Social Workers Network. The group has representatives from DfE, DHSC and Social Work England and together they work to understand and address racism in the workforce (both children's and adults'). We worked with our steering group colleagues to develop a survey which was distributed via Social Work England to registered social workers. The survey received nearly 2000 responses. Following data analysis, we produced a [full report](#) and published headline findings to coincide with social work week in March 2022. The results were of great concern because they highlighted that racism is commonplace in local authority teams and the impact on social workers' wellbeing and career progression was found to be significant.

We continue to work with the steering group to develop an action plan based on the findings of the survey.

d) Education

The DfE's review of the evidence on educational attainment for children in need found that young people with a social worker (those subject of a child in need plan or child protection plan, as well as those in care), performed less well at GCSE than their peers, with young people with a social worker but not in care performing worst of all. Our work in education works to understand and reduce these attainment gaps.

Signs of potential

We have partnered with the DfE to conduct robust, large scale evaluations of four of trials. These EEF trials have already been re-analysed by WWCS, and we are now evaluating them again in more detail. These are:

Affordable Maths Tuition (AMT)

AMT is an online tutoring programme that aims to reduce the maths attainment gap by recruiting and training maths tutors in India and Sri Lanka to make online one-to-one tuition more affordable to children in English schools.

The evaluation aims to assess the effectiveness of AMT in improving maths attainment for children who have had a social worker in the past six years. The evaluation's original design involved both an impact evaluation and an implementation and process evaluation (IPE). However, the COVID-19 pandemic disrupted in-school activities and the primary outcome measure, KS2 SATs scores, was no longer available for the 2020/21 cohort, making the impact evaluation unviable. The IPE was retained as a means of understanding experiences of the AMT programme. However, there were significant barriers to impact brought about by the pandemic which may have been a limiting factor in pupil outcomes. The Pilot Evaluation Of Affordable Maths Tuition Report is due to be published later in 2022.

Our Skills

Our Skills is an online course aimed at parents and carers of children in Reception or Year 1 who have ever had a social worker. It aims to support parents and carers to support their children's reading and learning at home. In the pilot study, we are testing the feasibility of Our Skills online to the intended population; including whether the content and approaches are acceptable and appropriate to parents/carers, whether it has evidence of promise, and whether it is ready for trial.

Our Skills was originally developed for face-to-face delivery and adapted shortly before delivery began for online delivery because of the COVID-19 pandemic. The pandemic also posed challenges to reaching the intended audience, and despite intensive activity to recruit schools and families using a range of strategies, take-up by schools and families was very low. The most effective recruitment strategies for both schools and families involved direct contact.

The evaluation will be published later in 2022, and although findings showed evidence of promise for parents/carers who participated fully and received the intended dosage, there were challenges in delivering Our skills online, and questions remain about whether an online programme is feasible for the intended population and content.

Words for All (WfA)

In this study, we are evaluating the WfA intervention, delivered by Whole Education. WfA trains teachers to deliver vocabulary-focused educational enrichment programmes to improve the attainment of pupils who have or have had a social worker. WfA will consist of bespoke enrichment activities developed by Whole Education and groups of three teachers (known as a 'triad') in schools. It will be delivered to eligible pupils, either by withdrawing them from class in groups, or via one-to-one support. The intervention under evaluation is the establishment of a triad of teachers and staff within each school with the resources and training provided by Whole Education.

Intervention delivery will be completed in July 2022 and an evaluation will be published later in 2022.

Embedding formative assessment

A whole school approach to using formative assessment systematically across the school and providing regular feedback to students to help improve grades. This approach, delivered by SSAT, is also one of the EEF's "Promising Projects", and we are collaborating with the EEF to evaluate the impacts of their scale up activity on outcomes for young people with a social worker.

Schools based programmes

Alongside our signs of potential projects, another key finding from our work re-analysing the EEF's trials archive was that on average, educational interventions that improve outcomes overall have smaller effects for young people with a social worker. This has led to another partnership with the DfE, funding a series of pilot studies of new interventions specifically designed to improve outcomes for these groups.

Transition Support

The Transition Support pilot, developed by Hartlepool Borough Council (HBC), provided support to children who were on a Child in Need or Child Protection plan during their transition from primary

to secondary school. The pilot involved training for schools and social workers; providing an administrative tool for schools known as the Transition Planning Profile Tool (TPPT); and Person-Centred Planning (PCP) meetings involving parents/carers, pupils, social workers and primary and secondary school staff. The pilot supported children who were in Year 5 and Year 6; delivery started in February 2021 and will complete in November 2022.

NatCen's evaluation aimed to understand how the pilot was implemented in practice and gather learnings for the planning of a larger evaluation. NatCen adopted a mixed-methods approach consisting of qualitative interviews, a pupil survey and analysis of administrative data. The evaluation only included children who were in Year 6. There were 55 children from 21 schools in the evaluation cohort (this reduced to 47 by the end of the evaluation period due to attrition). The evaluation ran from January 2021 to March 2022.

The pilot was designed in 2019 and took place during the COVID-19 pandemic, which had a significant impact on delivery and the evaluation. The final report will be published later in 2022.

Placing an advisory teacher in children's social care

Placing an advisory teacher in children's social care is a pilot project run by Bath and North East Somerset (BANES) local authority (LA).

The project aimed to raise attainment, attendance and pupil confidence, and decrease school exclusions of a targeted cohort of children on a Children in Need or Child Protection plan in schools across the area. The delivery involved:

- Two part-time advisory teachers (one primary and one secondary specialist) with experience in trauma-informed practice and leadership experience in educational settings, appointed to provide support to individual schools and social care teams
- An educational psychologist recruited to deliver 22 hours of training and support across all schools
- £1,000 per pupil to deliver bespoke interventions where needed, often led by external organisations, such as one-to-one maths tuition or outdoor activities. The funds could also be used for technology or resources to support learning
- Additional support from the LA's Special Educational Needs and Disabilities (SEND) team.

The project grew out of work in the summer term of 2020 when the Virtual School temporarily expanded to offer additional support to the most vulnerable CIN and CP pupils in response to the COVID-19 pandemic.

Delivery began in October 2020 and ran until July 2021 and worked with 67 pupils from 35 educational settings. Due to the COVID-19 pandemic, schools were closed to most pupils from January to March 2021.

The project was evaluated as a pilot study by NatCen, as an implementation and process evaluation (IPE) which combined quantitative and qualitative data collection activities to address key IPE dimensions and corresponding research questions. The [final report](#) was published in March 2022.

Behaviour Outreach Support Service (BOSS)

The BOSS programme aims to help schools improve their support to pupils who display challenging behaviour that compromises their learning and attendance. The charity Family Action

delivered the BOSS programme to 77 pupils aged 5 to 11, who have or have had a social worker in the past six years, in eight primary schools in York in the academic year 2020/21.

BOSS consisted of weekly school-based 1:1 sessions between BOSS workers and pupils, of around 45 minutes, for an average of 15 weeks, plus training for school staff and some parents/carers. Family Action had previously implemented the same model in Lincolnshire schools. Coram carried out a mixed methods evaluation of the pilot programme. The [final report](#) was published in December 2021.

TASO joint-funded - Higher Education (HE) analysis

The Rees Centre are conducting a secondary data analysis study that seeks to link national administrative datasets to build a rich picture of progression into higher education (HE) for young people in England who were allocated a social worker at any point after the age of 11. The purpose of the study is to understand how to improve policy and practice to enable more vulnerable young people to access and succeed within higher education. The study will use national administrative data from linked datasets including the National Pupil Database, Individualised Learner Records and the data held by the Higher Education Statistics Agency. The study commenced March 2021. Data linkage activities will start in Summer 2022 and the final report is expected to be completed by mid 2023.

Springboard: Supporting care experienced young people with their next steps in higher and further education

Whilst estimates vary, evidence shows that young people with care experience are underrepresented in higher education (HE). We partnered with the Centre for Transforming Access and Student Outcomes in Higher Education (TASO), Become, and the National Association of Virtual School Heads to try to widen access to HE and further education (FE) for care-experienced young people. The low cost programme involved Virtual School Heads sending a letter from a care-experienced young person in further or higher education to 16-18 year olds in care to share their experiences of HE and FE, encourage them to consider it, and signpost them to support. This support included a professional recruited by Become for their helpline, who specialised in FE/HE queries. Virtual School Heads who distributed the letters found the process straightforward and there was positive feedback from young people and professionals who accessed Become's support. Future implementation should consider an impact evaluation. [Report of our findings has been published in October 2021.](#)

Upskilling and investing in the profession

Practice in Need of Evidence (PINE)

It is not enough for WWCS to develop and commission social care research; we must also build capacity in the children's social care sector to launch evaluations and meaningfully incorporate the subsequent evidence into practice. The PINE programme contributes towards this goal by supporting sites to conduct a service evaluation of an intervention or way of working through access to our online PINE portal and regular consultations with the Practice and Research teams - PINE participants learn how to understand and incorporate research while running an evaluation. Furthermore, the PINE programme facilitates WWCS to spot innovative forms of practice

happening around the country, which may require a firmer evidence base, and helps onboard them onto the evaluation pipeline. The Practice team continues to focus on two key workstreams:

- **Supporting the initial PINE sites to complete their self-evaluation by Autumn 2022.** WWCS identified that these sites were pioneering innovative interventions and ways of working in 2020-2021, and they were provided with a high commitment of resourcing and support, including researcher-led evaluation planning and data analysis.
- **Onboarding new PINE sites who are running interventions or ways of working that are in an early stage of their evaluation journey.** These sites receive a slightly different level of support offered to the initial PINE sites - they have full access of the PINE portal and consultations, and they take the lead in drafting their evaluation plan and lead on their data analysis. As well as being more sustainable for WWCS's, this approach stays true to PINE programme's aim of effectively building sites' familiarity with the self-evaluation journey.

Below are a few examples of PINE sites, and the evaluation they're running:

Home-Start Leeds: Home start service

Home-Start Leeds is a voluntary organisation offering community-focused support to families with young children in Leeds. They embarked on the PINE programme in order to develop an implementation and process evaluation assessing the perceived effectiveness of different parts of the Home Start programme, including:

- How helpful sustainability plans are to families
- Whether the training and supervision volunteers receive is adequate
- The views of young people, practitioners, and Home Start volunteers on the programme's impact on young people's access to safe contraception and attitudes towards family planning
- The programme's effects on access to employment and education, engagement with services, personal support networks, and health and wellbeing.

Home-Start collected qualitative data through a series of interviews with young people, practitioners and Home-Start staff members.

North Tyneside Council - Early help Multi-agency Safeguarding Hub (MASH) service

North Tyneside joined the PINE programme in order to assess the effectiveness of an innovation within their Early Help service - daily triage meetings based in the MASH. The Improvement & Performance team wanted to assess whether there was any evidence that daily triage meeting were affecting outcomes for the families being discussed - whether the model results in a reduction of Child in Need or Child Protection cases, and whether there was a difference in outcomes depending on the referring agency.

Warrington Council - Circle of Change (CoC)

Warrington joined the PINE programme in order to evaluate their multidisciplinary approach to Child Protection Conferences, centred on a 'circle of change' tool which supports professionals to safeguard children in collaboration with families. Warrington developed the model in response to a

review which found that some child protection plans were too generic and complicated to accurately convey to families what they need to do to effect change.

Warrington are relying on the following data in order to evaluate the model:

- A comparison between Warrington and its statistical neighbours regarding the duration of Child Protection and Child in Need Plans, and the percentage of children who become subject to a plan for a second or subsequent time.
- A series of interviews with practitioners, managers, service leads and family members to investigate perceptions around whether circle of change reduces risk, results in sustainable change, and improves care planning.

e) Engagement and training

Our research will be of no value if it cannot or does not change practice and policy. There is much to be done in this area, including explaining to the profession the value of the type of research that we do, and why we do it, as well as teaching them the findings from our research. Training on different types of evidence, and how to spot the differences between high and low quality research is important if we are to improve the way that the profession uses and creates research.

Social Work training - evidence, learning and methods

In 2021 we launched our social work training programme. This programme, which was substantially oversubscribed on the first day that it launched, aims to teach social workers about both research methods, and the findings of impact research in the sector.

The training evolved to consist of three subsequent training sessions to the Evidence, Learning and Methods training: Evidence Journey, Critiquing Evidence, and Evaluating Evidence. Our training programme remains accredited as a source of Continuing Professional Development for social workers, which can be used when registering and re-registering each year with Social Work England.

We held 26 training sessions and trained 296 social workers by April 2022. This included social workers from 54 different local authorities and 16 different organisations. Five local authorities further requested for ELM to be commissioned to be delivered to their staff.

After the success of the Frontline Pathways Leadership Programme, ELM will be integrated into the curriculum. By the close of 2022 ELM will also include a one day consolidated training session that will be taught to the Evidence Ambassadors to deliver in local authorities.

Evidence Ambassadors

Launched in early 2021, 'Evidence Ambassadors' is our flagship engagement programme. We know that the best advocates for evidence, and the best people to know what social workers need and want from their evidence, are social workers themselves.

That's why we initially recruited 6 social workers from front line practice, to be Evidence Ambassadors. Based on the EEF's highly successful 'research schools' model, these ambassadors received training from WWCS and from other evidence-informed organisations.

In September 2021 a further 13 Evidence Ambassadors were recruited nationally to build on the early successes of the first group. Between the period of September 2021 and March 2022:

- 65 events took place nationally
- 1152 social workers attended
- event content ranged from Machine Learning to Signs of Safety reports
- we joined forces with National Institute for Clinical Excellence and Nuffield Family Justice Observatory who presented their research material.
- we delivered monthly briefings

Advisory groups

We have established a number of advisory groups to help with our work. These groups serve a number of purposes; to help us understand the issues facing the sector from a number of perspectives; to help us shape and refine our research projects; and to help us interpret and frame our findings. These groups include:

Stakeholder Advisory Group

Our stakeholder advisory group consists of academics, social workers, system leaders, and family members. This group meets quarterly, and has helped shape our priorities on areas such as poverty and race. The group also advises us on our communications strategy and how we disseminate messages about our work.

Education Advisory Group

Our education advisory group has been established to support our programme of work in and around schools; our Signs of Potential Projects, Social Workers in Schools, and Designated Safeguarding Leads supervision. This group consists of leaders from the worlds of children's social care, education and teaching, and academic research in this area.

Young Advisors Group

Our young advisors group consists of 12 young people with a range of experiences of children's social care. This group meets regularly with senior leadership of the centre to discuss our research priorities and the issues they think our research should focus on. Members of this group also participate in our funding panels, helping decide which projects are taken forward and we often share findings with them ahead of publication to understand what new evidence means to young people.

Research Ethics Committee

The WWCS Research and Ethics Committee (REC) is responsible for reviewing all research conducted by WWCS, as well as any research we commission where there is no suitable alternative research ethics committee. The primary role of reviews carried out by the WWCS REC is to protect the dignity, rights and welfare of research participants. The REC must also consider the safety of researchers. The REC is guided by the WWCS Research Ethics

[Framework](#). The REC is made up of 11 members, all of whom are external to WWCS. REC members hold a range of professional and lived experience in research, ethics, and children's social care. The REC meets semi-regularly, but also reviews applications by correspondence between meetings. WWCS provides the secretariat to the committee.

Evaluation Advisory Group

Our Evaluation Advisory Group has been established to peer review the WWCS's evaluation guidance as well as to make recommendations as to the suitability of organisations who apply to join the Panel of Evaluators. Organisations successful in joining the Panel of Evaluators will be invited to apply to evaluate specific projects which are identified, or directly funded by the What Works Centre. Between meetings, individual group members, or a sub-group based on expertise, may be convened, either in person or remotely to provide recommendations on the suitability of these applications, or other methodological issues.

Expert Advisory Groups

To supplement these advisory groups, we are not creating a number of Expert Advisory Groups to support specific research themes. This will enable us to tap into expert subject knowledge for the entirety of research projects. We are building Expert Advisory Groups to support our research in the coming financial year and intend to convene the groups early in April 2022 to contribute to the design of research projects and to ensure we have a comprehensive understanding of the issues we are working with. Expert Advisory Groups will support our work on five key priority research areas going forward: domestic abuse, children and young people's mental health, residential care, the social care workforce and risk and decision making.

Communications and policy

Over the last year we have explored ways of sharing our research and findings with diverse audiences. Each output is tailored to suit the audience and objective with a focus on making our findings accessible and easy to understand.

We have continued to make use of digital channels including videos, webinars and podcasts, to unpack our findings to a wide audience. We used our website and social media to share our findings, support recruitment to our research projects and remind social workers of the positive impact they have on the lives of the children and young people they work with.

To maximise the impact of our findings, we ensure our reports include recommendations about changes needed to make a real difference to children and families. This year we reached out to targeted policy and decision makers to highlight these recommendations and how we can work together to bring about change. We have also submitted evidence to a number of parliamentary inquiries on areas from children's homes to models of social work. As our body of research grows we will continue to develop our influencing role to ensure that children's social care policy is evidence based, delivering better outcomes for children.

Financial Review

Funding

Since incorporation in 2019 WWCS has been predominantly funded by the DfE. Without this support we would not be able to operate and we are incredibly grateful for the service contracts and grant funding that they have provided.

Financial Review

In the financial year under review, income including donations and legacies and trading activities was £17,764,111 (2021: £13,236,275).

This included grants from the Department for Education totalling £17,434,343. Total expenditure for the year was £17,408,827 (2021: £12,746,256).

The main reason for the significant variance in income and expenditure is due to a significant uplift in the CiN grant and an additional care review grant in the year.

Total funds were £918,971 as at 31 March 2022 (31 March 2021: £563,507), with £916,526 unrestricted and £2,265 restricted (31 March 2021: £513,507 and £50,000 respectively).

Reserves

The Board reviewed the reserves policy during 2021 in light of the fact that the DfE has committed to fund the charity by payments in advance for the year 2021/22. It was agreed that reserves would not be held in the medium to long term and instead WWCS has an agreed exit plan, including funding, in place with the Department for Education.

The organisation is exploring possible means of diversifying its sources of funding, and starting to build up a funding reserve.

The trustees have reviewed the charity's financial position, taking into account the levels of reserves, cash, committed income that has not been included in the accounts, future plans and its systems of financial and risk management.

The trustees believe that, with confirmation from DfE of continued funding for the period through to March 2025, as well as further funding for project work, the charity is well-placed to manage operational and financial risks successfully.

Accordingly, the trustees have a reasonable expectation that the charity has adequate resources to continue in operation for the next 12 months period and consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The Trustees treat the unrestricted funding as available for activities which forward WWFCSC charitable objectives, including grant making, and for funding the requirements for support costs and governance costs.

Accordingly, the Trustees consider that the current level of free reserves (general unrestricted funds less fixed assets) of £845,286 forms a pool available for supporting WWFCSC activities for a period of at least 12 months from the approval of the financial statements and believe this pool is sufficient to meet the planned expenditure requirements of the organisation for the foreseeable future.

Risk and uncertainties

The major risks to the charity have been identified in a comprehensive risk register and management of these are monitored and reviewed by all trustees as part of the board papers for each board meeting. The trustees have assessed the major risks to which WWFCSC is exposed and are satisfied that systems are established to mitigate the charity's exposure to those risks.

The risk categories identified with the highest scores (both impact and likelihood deemed medium post risk mitigation strategies) are as follows:

- the risks around delays to funding streams for 2023/24 and being over-reliant on one main source of funding;
- underspend or under delivery on grants due to the challenges of running high quality impact evaluations;
- a possible data breach either by ourselves or partners especially in the transfer of special category data.

These risks have been mitigated through the following actions:

- having regular conversations with the DfE grant, commercial and finance teams throughout the funding decision-making process to ensure WWFCSC is in a strong position when funding decisions are made. Closely monitoring our internal finances to ensure that current year targets and timelines are met. Seeking other sources of funding, so that the charity can become less reliant on one main funder over time;
- within the grant giving, programmes division, setting clear timeframes and milestones with project partners. Closely monitoring the deliverables against the grant to ensure partners remain on track. Where delays do occur, discussing and mutually agreeing on a revised action plan;
- implementing a clear data protection framework, ensuring that all employees are fully trained in the processes and have established an easy-to-follow plan in the event of a data breach. Communication has been shared with partners regarding the importance of transferring, potentially sensitive, data securely.

Structure, governance and management

What Works for Children's Social Care, as a company limited by guarantee, is governed by a Memorandum and Articles of Association, updated on 4 March 2020.

Trustees are recruited by the agreement of the Chief Executive and the Chair, subject to approval by the trustees. Appointed trustees are provided with a background briefing about their responsibilities and the objectives, operations, governance, funding and achievements of the charity.

Our board of trustees has a broad range of relevant skills and experiences. To date, we have recruited trustees with expertise in academic research in social care, practical experience in children's social work both at frontline and strategic leadership level, people with lived experience of care, civil servants past and present, and people with experience of service delivery and communications in other fields. The board of trustees is chaired by Jenny Coles. Ms Coles recently retired after more than a decade as Director of Children's Services in Hertfordshire, and, as President of the Association of Directors of Children's Services, led the organisation through the first year of the COVID-19 pandemic and lockdowns

WWCSC considers each of the trustees to be independent in character and judgement, and understands that they have no relationships that are likely to affect, or could appear to affect, their judgements with regard to the charity. Declarations of interest are required from new Trustees upon appointment and every meeting of the Board requires that any new interests are declared. No remuneration is provided except for reasonable travel and subsistence costs.

Trustees regularly review the progress of the charity and its funding. Trustees are responsible for setting the strategy for WWCSC and securing both the public benefit delivered through its outcomes and impact, as well as the sustainability of the charity.

There are two sub-committees: the Audit and Risk Committee reviews the risks, controls and financial management of the charity. The Grants Committee reviews the open funding rounds and agrees which programmes to fund.

The trustees are also responsible for the appointment of the Chief Executive, to whom they delegate the day-to-day running of the charity.

Staff

As at 31 March 2022 What Works for Children's Social Care had 46 staff members and has continued to grow since then.

Our employees are from a diverse range of backgrounds; drawing together strengths from a number of different fields; data science and econometrics, qualitative research, behavioural science, qualified social workers and affiliated professions, including qualified nurses, programme managers and operational experts. Trustees record their appreciation of the efforts of the staff, who have made an enormous contribution to the success of WWCSC during the year.

The Senior Management Team comprises the Chief Executive, Director of Operations, Director of Programmes, Director of Research, Director of Practice, Director of Policy and the Head of Communications. The Trustees continue to be happy with the management structure. The Director of Operations has particular responsibility for issues relating to governance and for the financial management of the organisation.

During the period October to now WWCSC was without a CEO; the senior management team followed the organisation's Scheme of Delegation to ensure due process and governance. This meant writing fortnightly update reports to the Board of Trustees which led to Directors building closer relationships with Board members and having informal frequent check-ins. The levels of delegation were updated to ensure the organisation could still work effectively at operational level without a CEO to sign off on increased budgets or new projects.

The Senior Management team worked closely together, making decisions as a group rather than appointing a CEO designate. This led to increased collaboration across the organisation and allowed SMT to jointly hold responsibility for the governance of WWCS as well as reassuring the team that their day to day would not change without the CEO. The Board was impressed with how Directors took on the additional responsibility and increased volume of work to continue the smooth running of the organisation during this period.

Pay and remunerations

The trustees review the salary of the Chief Executive. Furthermore, the trustees discuss and agree any “cost of living” increase in salaries which is applied to all WWCS employees. The setting of all other employees’ salaries is delegated to the Chief Executive and Senior Management Team. Increases in salary are dictated by affordability, wider market forces, individual performance and job role.

Auditors

Moore Kingston Smith were re-appointed as the company’s auditors during the period and have expressed their willingness to continue in that capacity.

Plans for future periods

We are proud of what we have begun, and what we have achieved over the last year. Although there is much still to do, we are, as a team, and an organisation, passionate about that we will do in the future, and believe firmly that through evidence, married to practice and policy, we can achieve real, substantial, and lasting changes to children’s social care, and to the lives of the families and children we serve.

Over the coming months and years, we are committed to expanding the evidence base in children’s social care further - through the projects in this report that are already underway, and through new projects, addressing the most pressing issues facing the sector today. We want to continue working with the sector to identify and evaluate promising interventions to ensure that we are using the most effective means to support children and families.

A major focus for 2022-23 has been the potential merger of WWCS with the Early Intervention Foundation (EIF) with the aim of creating a single organisation covering the full range of support for children and families. As a single organisation, we would be better placed to support the direction of travel following the Independent Review of Children’s Social Care and the ambitions to bring together and strengthen direct support available to families across the early help and social work systems. The merged organisation will be able to support the reforms ahead and help create a system that is both evidence-based and evidence-generating.

The two boards each agreed to pursue the merger in June 2022, and this decision was publicly announced in July. EIF and WWCS are undertaking steps towards the legal merger of the two charities, which is progressing well but has not yet been formally agreed.

Statement of trustees' responsibilities

The trustees (who are also directors of What Work for Children's Social Care for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The financial statements have been prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies.

Approved and signed on behalf of the trustees by:-


Jenny Coles [Sep 26, 2022 19:10 GMT+1]

Jenny Coles
Chair, Board of Trustees

Date: Sep 26, 2022

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WHAT WORKS FOR CHILDREN'S SOCIAL CARE

Opinion

We have audited the financial statements of What Works for Children's Social Care ('the company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of financial statements section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WHAT WORKS FOR CHILDREN'S SOCIAL CARE

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 37, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WHAT WORKS FOR CHILDREN'S SOCIAL CARE

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WHAT WORKS FOR CHILDREN'S SOCIAL CARE

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP.

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

Date: 29 September 2022

What Works for Children's Social Care
Statement of Financial Activities (Including Income and Expenditure account)
for the Year Ended 31 March 2022

| | Note | Unrestricted fund £ | Restricted fund £ | 2022 total £ | 2021 total £ |
|--|------|---------------------------|-------------------------|--------------------|--------------------|
| Income from: | | | | | |
| Donations and legacies | 3 | 5,497,975 | 11,936,368 | 17,434,343 | 13,012,420 |
| Trading activities | 4 | 329,768 | - | 329,768 | 223,855 |
| Total Income | | 5,827,743 | 11,936,368 | 17,764,111 | 13,236,275 |
| Expenditure on: | | | | | |
| Raising funds | | | | | |
| Fundraising expenditure | 5 | 1,624,874 | - | 1,624,874 | 1,151,462 |
| | | 1,624,874 | - | 1,624,874 | 1,151,462 |
| Charitable activities | 7 | 3,858,247 | 11,925,706 | 15,783,953 | 11,594,794 |
| Total Expenditure | | 5,483,121 | 11,925,706 | 17,408,827 | 12,746,256 |
| Net gains/(losses) on investments | | - | - | - | - |
| Transfers between funds | | 58,397 | (58,397) | - | - |
| Net movement in funds | | 403,019 | (47,735) | 355,284 | 490,019 |
| Reconciliation of funds | 20 | | | | |
| Balances at 1 April 2021 | | 513,507 | 50,000 | 563,507 | 73,488 |
| Balances at 31 March 2022 | | 916,526 | 2,265 | 918,791 | 563,507 |

All amounts relate to continuing activities.

All recognised gains and losses are included in the Statement of Financial Activities.

The notes on pages 45 to 57 form part of these financial statements.

**What Works for Children's Social Care
Balance Sheet
as at 31 March 2022**

| | | 2022 | | 2021 | |
|--|----|-----------|---------|-------------|---------|
| | | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible Fixed Assets | 14 | | 71,240 | | 64,218 |
| | | | 71,240 | | 64,218 |
| Current assets | | | | | |
| Debtors | 15 | 347,521 | | 515,047 | |
| Cash at bank and in hand | | 1,138,959 | | 2,735,224 | |
| | | 1,486,480 | | 3,250,271 | |
| | | | | | |
| Creditors: amounts falling due within one year | 16 | (638,929) | | (2,750,982) | |
| | | | | | |
| Net current assets/(liabilities) | | | 847,551 | | 499,289 |
| | | | | | |
| Net assets | | | 918,791 | | 563,507 |
| | | | | | |
| Funds | | | | | |
| Restricted funds | 19 | | 2,265 | | 50,000 |
| Unrestricted funds | | | 916,526 | | 513,507 |
| | | | 918,791 | | 563,507 |

The financial statements were approved by the Board and authorised for issue on and signed on their behalf by:

Jenny Coles
Jenny Coles (Sep 26, 2022 19:10 GMT+1)

Jenny Coles
 Chair, Board of Trustees

Date **Sep 26, 2022**

**What Works for Children's Social Care
Statement of Cash Flows
for the year ended 31 March 2022**

| | Note | 2022 £ | 2021 £ |
|---|-------------------------------|---------------------------|--------------------------------|
| Net cash provided by operating activities | 22 | (1,559,465) | 2,761,037 |
| Cash flows from investing activities: | | | |
| Purchase of tangible fixed assets | | <u>(36,800)</u> | <u>(56,589)</u> |
| Net cash (provided by)/used in investing activities | | (36,800) | (56,589) |
| Net increase/(decrease) in cash and cash equivalents | | (1,596,265) | 2,704,448 |
| Cash and cash equivalents at the beginning of the year | | 2,735,224 | 30,776 |
| Cash and cash equivalents at end of year | | <u>1,138,959</u> | <u>2,735,224</u> |
| Analysis of cash and cash equivalents | | | |
| | | 2022 £ | 2021 £ |
| Cash at bank and in hand | | <u>1,138,959</u> | <u>2,735,224</u> |
| Total cash and cash equivalents | | <u>1,138,959</u> | <u>2,735,224</u> |
| Analysis of changes in net debt | | | |
| | As at 1 April 2021 | Cash-flows | As at 31 March 2022 |
| | £ | £ | £ |
| Cash at bank and in hand | <u>2,735,224</u> | <u>(1,596,265)</u> | <u>1,138,959</u> |
| Total | <u>2,735,224</u> | <u>(1,596,265)</u> | <u>1,138,959</u> |

What Works for Children's Social Care
Notes to the Financial Statements for the year ended 31 March 2022

1 Accounting Policies

1 Charity Information

What Works for Children's Social Care is a charitable company limited by guarantee registered in England & Wales with the registration number 12136703. The registered office address is Albany House, Petty France, Westminster, London, England SW1H 9EA.

2 Accounting convention

Basis of preparation

These financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the revaluation of investments being measured at fair value through income and expenditure within the Statement of Financial Activities.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these financial statements. The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) including Update Bulletin 2, (Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. Additional information has been provided where this increases understanding of the figures.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest pound.

The following accounting policies have been applied consistently during the current and previous year.

Going concern

The Trustees have assessed whether the use of going concern is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the group to continue as a going concern. The Trustees have made this assessment for the period of at least one year from the date of approval of the financial statements.

Trustees have given due consideration to the impact of the Covid-19 pandemic, which has remained an issue in the period between the year end and the signing of the financial statements.

As at 31 March 2022, the charity has total reserves of £918,971 with unrestricted reserves totalling £916,526 and has agreed funding in principle with the Department for Education to March 2025

Discussion between the charity and the DfE are ongoing, and it is anticipated that the DfE will confirm funding after the year end. No formal notification has been made on this to date and this is expected to be confirmed shortly. If core funding is not obtained, the charity has an exit strategy in place.

Based upon this and further funding for project work, the charity is well-placed to manage operational and financial risks successfully for the foreseeable future.

Having reviewed forecasts prepared by management the Trustees are confident that the charity and the group will continue to meet its obligations as they fall due and that therefore the going concern basis continues to be appropriate.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

What Works for Children's Social Care
Notes to the Financial Statements for the year ended 31 March 2022

2 Accounting policies (continued)

Income

Income is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Donations are recognised on receipt. Donations from fundraising ventures are shown gross, with the associated costs included in fundraising costs. Other income is accounted for on a receivable basis.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both the direct costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees, statutory reporting, legal costs and Trustee expenses linked to the strategic management of the charity.

Overhead and support costs have been allocated first between the cost of generating voluntary income, charitable activity and governance. Where overhead and support costs relating to costs of generating voluntary income and charitable activities cannot be directly allocated, these have been apportioned based on the head count for each activity.

Grants are recognised as expenditure in the year when the charity creates a legal or constructive obligation.

An obligation arises, and expenditure is recognised in the financial statements, when a funding agreement has been signed by both parties and evaluations by the charity confirm the milestones set out in the agreement and any other terms and conditions of funding have been satisfactorily met.

Grants payable but unpaid at the balance sheet date are recognised as grant commitments under creditors.

Investments

On the 27/08/2021 the charity incorporated The Evidence Quarter C.I.C, a company without share capital which is a 100% owned subsidiary of What Works for Children's Social Care.

During the period of incorporation up to the year ended 31/03/2022 this company was dormant and did not trade.

What Works for Children's Social Care

Notes to the Financial Statements for the year ended 31 March 2022

2 Accounting policies (continued)

Tangible fixed assets

Items of equipment are capitalised where the combined purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Where assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

| | |
|-----------------------|---------|
| Computer equipment | 3 years |
| Office equipment | 5 years |
| Fixtures and fittings | 5 years |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Impairment of fixed assets

At each reporting end date, the charitable company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions

Creditors and provisions are recognised where the charitable company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

Financial instruments

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Taxation

The charity is a registered company, number 12136703 and is exempt from corporation tax under the provisions of Sections 466-493 of the Corporation Taxes Act 2010.

Leases

Operating lease costs are charged to the Statement of Financial Activities as incurred, on a straight line basis over the term of the lease term.

Pensions

All qualifying employees are invited to join the charitable company's defined contribution scheme. For those employees who are opted in to the defined contribution scheme, the charitable company makes a contribution currently equivalent to 8% of gross salary into the schemes. The charitable company's contribution is charged to the Statement of Financial Activities in the financial year. The charitable company has no liability under the scheme other than for the payment of these contributions.

What Works for Children's Social Care
Notes to the Financial Statements for the year ended 31 March 2022

2 Accounting policies (continued)

Employee benefits

The costs of short term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense to the Statement of Financial Activities as they fall due.

Deferred taxation

Deferred tax is provided in full in respect of taxation deferred by timing differences between the treatment of certain items for taxation and accounting purposes. The deferred tax balance has not been discounted.

Critical accounting estimates and judgements

In the application of the charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

(i) Useful economic life of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic life and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on future economic utilisation and the physical condition of the assets. See note 14 for the carrying value of tangible fixed assets and the accounting policies for the useful economic lives for each class of asset.

What Works for Children's Social Care
Notes to the Financial Statements for the year ended 31 March 2022

| 3 Donations and legacies | Unrestricted fund £ | Restricted funds £ | 2022 total £ | 2021 total £ |
|----------------------------------|------------------------------------|-----------------------------------|-----------------------------|-----------------------------|
| Donations and gifts | - | | - | 14,185 |
| Grants | 5,497,975 | 11,936,368 | 17,434,343 | 12,998,235 |
| | <u>5,497,975</u> | <u>11,936,368</u> | <u>17,434,343</u> | <u>13,012,420</u> |
| For the year ended 31 March 2021 | <u>5,614,185</u> | <u>7,396,235</u> | | <u>13,010,420</u> |

| Grants | Unrestricted fund £ | Restricted funds £ | 2022 total £ | 2021 total £ |
|----------------------------------|------------------------------------|-----------------------------------|-----------------------------|-----------------------------|
| Core grant | 5,497,975 | - | 5,497,975 | 5,600,000 |
| CiN grant | - | 11,291,242 | 11,291,242 | 6,499,691 |
| SFIIP grant | - | 142,066 | 142,066 | 660,005 |
| HHP grant | - | 11,039 | 11,039 | 53,727 |
| SFPC grant | - | 91,565 | 91,565 | 150,562 |
| Sign of safety contract | - | - | - | 34,250 |
| Care review grant | - | 400,456 | 400,456 | - |
| | <u>5,497,975</u> | <u>11,936,368</u> | <u>17,434,343</u> | <u>12,998,235</u> |
| For the year ended 31 March 2021 | <u>5,600,000</u> | <u>7,398,235</u> | | <u>-</u> |

4 Income from other trading activities

| | 2022 £ | 2021 £ |
|---------------|-------------------|-------------------|
| Rental Income | 259,531 | 175,324 |
| Other income | 70,237 | 48,531 |
| | <u>329,768</u> | <u>223,855</u> |

5 Raising funds

| <u>Fundraising expenditure</u> | Unrestricted fund £ | Restricted £ | 2022 total £ | 2021 total £ |
|--------------------------------|------------------------------------|-------------------------|-----------------------------|-----------------------------|
| Staff costs | 1,621,818 | - | 1,621,818 | 1,135,549 |
| Other staff costs | 3,056 | - | 3,056 | 15,913 |
| | <u>1,624,874</u> | <u>-</u> | <u>1,624,874</u> | <u>1,151,462</u> |

What Works for Children's Social Care
Notes to the Financial Statements for the year ended 31 March 2022

6 Charitable activities

| | 2022 £ | 2021 £ |
|--|-------------------|-------------------|
| Grant funding of activities (see note 8) | 14,699,694 | 10,920,176 |
| Share of support costs (see note 10) | 1,016,189 | 613,706 |
| Share of governance costs (see note 10) | 68,070 | 60,912 |
| | <u>15,783,953</u> | <u>11,594,794</u> |
| <u>Analysis by fund</u> | | |
| Unrestricted funds | 3,858,247 | 4,232,503 |
| Restricted funds | 11,925,706 | 7,362,291 |
| | <u>15,783,953</u> | <u>11,594,794</u> |

7 Grants payable

| | 2022 £ | 2021 £ |
|--------------------------------|-------------------|-------------------|
| Grants expenditure: See note 8 | <u>14,699,692</u> | <u>10,920,176</u> |

8 Grant Expenditure

| | 2022 £ | 2021 £ |
|-------------------------|-------------------|-------------------|
| Care Review Grant | 340,849 | - |
| Core grant | 2,773,988 | 3,557,885 |
| CiN grant | 11,291,242 | 6,499,691 |
| SFIIP grant | 141,150 | 660,005 |
| HHP grant | 10,900 | 67,783 |
| SFPC grant | 141,565 | 100,562 |
| Sign of safety contract | - | 34,250 |
| | <u>14,699,694</u> | <u>10,920,176</u> |

What Works for Children's Social Care
Notes to the Financial Statements for the year ended 31 March 2022

9 Grant Expenditure
By institutions

| | | | 2022 | 2021 |
|----------------------------------|------------|-----------------------------------|-------------|-------------|
| | | | £ | £ |
| Achieving for Children | CiN | Education Project | 24,761 | |
| Affinity | Core grant | Tiny Tots College | | 17,348 |
| Anna Freud Centre | Core | Prevent/Protect/Repair/Lighthouse | 84,404 | |
| Anna Freud Centre | Core grant | Lighthouse Parenting | | 162,287 |
| Babies First | Core grant | Thriving Babies | | 117,132 |
| Bath & NE Somerset CC | Core | Lighthouse | 81,579 | |
| Behavioural Insight | SFIIP | | 4,583 | 10,000 |
| Birkenhead Sixth Form College | CiN | School Based Project | 33,307 | |
| Birmingham University | Core | LGBTQ+ | 58,103 | |
| Blackburn with Darwen Council | CiN | Education Project | 32,503 | |
| Blue Cabin | Core | Creative Life Story | 107,951 | 239,411 |
| Brighton & Hove CC | CiN | Education Project | 29,354 | |
| British Refugee Council | Core | My View | 426,025 | |
| Cardiff University | CiN | Social Workers in Schools | 210,981 | 364,759 |
| Cardiff University | Core | Spark Grant | 24,907 | |
| Cardiff University | Core grant | Schwarz rounds | | 53,392 |
| Cardiff University | Core grant | Social Worker Decision Making | | 58,055 |
| Catch Up | CiN | Sign of Potential | 82,235 | |
| CEI Global UK | CiN | Sign of Potential | 33,026 | 148,317 |
| CEI Global UK | SFIIP | | 7,473 | 22,418 |
| CEI Global UK | Core | NOREAM/Rapid Reviews | 66,560 | |
| CEI Global UK | Core grant | Systematic Reviews | | 102,234 |
| CEI Global UK | Core grant | No Recourse to Public Funds | | 31,845 |
| Coram | CiN | School Based Project | 7,804 | 70,237 |
| Coram | SFIIP | | 78,000 | 99,082 |
| Coram | Core | Creative Life Story | 32,010 | 128,958 |
| CSA Centre | CiN | Education Project | 56,140 | |
| Cumbria CC | CiN | Education Project | 13,992 | |
| Cumbria CC | CiN | Social Workers in Schools | 554,287 | 188,467 |
| Devon CC | CiN | Social Workers in Schools | 580,139 | |
| Ecorys | Core | Kinship Care | 76,995 | |
| Essex CC | CiN | Education Project | 99,432 | |
| Family Action | CiN | School Based Project | 45,107 | 119,894 |
| Gateshead CC | CiN | Education Project | 35,235 | |
| Gateshead CC | CiN | Social Workers in Schools | 338,703 | 167,861 |
| GMCA | CiN | Education Project | 446,878 | 142,422 |
| Hartlepool BC | CiN | Education Project | 39,464 | 109,884 |
| Havant and South Downs College | CiN | School Based Project | 64,000 | |
| Hertfordshire CC | CiN | Education Project | 90,321 | |
| Hull City CC | CiN | Social Workers in Schools | 354,279 | 170,786 |
| IFF Research | CiN | School Based Project | 30,000 | |
| IFF Research | Core | My View | 61,860 | |
| Institute for Employment Studies | CiN | Sign of Potential | 35,000 | |
| Ipsos MORI | CiN | Sign of Potential | 87,647 | |
| Ipsos MORI | Core | My View | 197,945 | |
| Kings College London | CiN | School Based Project | 30,000 | |
| Kings College London | CiN | Sign of Potential | 31,600 | |
| Kings College London | Core | Spark Grant | 48,299 | |
| Kings College London | CiN | Sign of Potential | | 131,675 |
| Kings College London | SFIIP | | | 31,224 |
| Kings College London | Core grant | Creative Mentoring | | 99,585 |
| Kingston University | Core | Rapid Review | 39,431 | |
| LB Croydon | CiN | Education Project | 25,555 | |
| LB Croydon | CiN | Social Workers in Schools | 486,984 | 138,525 |
| LB Ealing | CiN | Social Workers in Schools | 610,814 | 305,862 |
| LB Hackney | Core | Spark Grant | 48,290 | |
| LB Hammersmith & Fulham | CiN | Education Project | 17,505 | |
| LB Haringey | CiN | Social Workers in Schools | 506,979 | 307,387 |
| LB Harrow | CiN | Social Workers in Schools | 386,601 | 127,029 |
| LB Hillingdon | CiN | Education Project | 22,455 | |
| LB Lambeth | CiN | Social Workers in Schools | 312,667 | 96,844 |
| LB Lewisham | CiN | Education Project | 37,418 | |
| LB Lewisham | Core | Prevent/Protect/Repair | 28,250 | 318,750 |
| LB Merton | CiN | Education Project | 34,192 | |
| LB Merton | CiN | Social Workers in Schools | 425,931 | 178,236 |
| LB Southwark | CiN | Social Workers in Schools | 356,589 | 120,954 |
| LB Sutton | CiN | Social Workers in Schools | 415,561 | 186,743 |
| LB Tower Hamlets | CiN | Social Workers in Schools | 461,359 | 195,474 |

What Works for Children's Social Care
Notes to the Financial Statements for the year ended 31 March 2022

| | | | | |
|--|-------------|---|------------|------------|
| Leeds Beckett University | Core | Spark Grant | 24,367 | |
| Learning Unlimited | CiN | Sign of Potential | | 171,000 |
| Manchester CC | Core | Thriving Babies | 126,580 | 166,683 |
| Manchester Metropolitan University | Core grant | Domestic Abuse | | 62,954 |
| National Centre for Social Research | CiN | School Based Project | 35,030 | 135,063 |
| National Centre for Social Research | CiN | Sign of Potential | 229 | 166,133 |
| National Centre for Social Research | SFIIP | | 11,047 | 118,168 |
| National Centre for Social Research | Core | FDAC | 35,000 | |
| National Inst. for Econ. & Soc. Research | CiN | Education Project | | 80,606 |
| Newcastle CC | CiN | Education Project | 21,456 | |
| Newcastle CC | CiN | Social Workers in Schools | 321,021 | 154,576 |
| NHS Cambs and Peterborough | Core | CAMHS Intervention | 100,000 | |
| NIESR | CiN | Education Project | 323,329 | |
| NIESR | CiN | Sign of Potential | 44,300 | |
| Nottinghamshire CC | CiN | Education Project | 26,666 | |
| Nottingham Trent University | Core grant | Systematic Reviews | | 34,149 |
| Oxford Brookes University | Core | Thriving Babies | 69,580 | |
| QA Research | Core | | (57,118) | |
| Rand | CiN | Sign of Potential | | 61,674 |
| Refugee Council | Core grant | Unaccompanied Asylum-seeking Children | | 252,963 |
| Salford CC | CiN | Social Workers in Schools | 227,186 | 146,336 |
| Somerset CC | CiN | Social Workers in Schools | 303,675 | 94,464 |
| Staffordshire CC | CiN | Social Workers in Schools | 412,408 | |
| Swindon BC | CiN | Social Workers in Schools | 473,083 | 196,218 |
| Tameside | CiN | Social Workers in Schools | 456,975 | 144,465 |
| Tavistock and Portman NHS Trust | Core | Watch Me Play | 291,536 | |
| The Manchester Met | Core | Talk About Domestic Abuse | 20,985 | |
| The Mighty Creative | Core | Creative Mentoring | (26,631) | 176,196 |
| The RTK Ltd | Core | Care Review Teenagers | 19,750 | |
| Third Space | CiN | Sign of Potential | | 60,000 |
| University College London | Core grant | PhD Programme | | 270,000 |
| University of Birmingham | Core grant | LGBTQ+ Young People in Residential Care | | 124,929 |
| University of Cambridge | Core | Spark Grant | 24,607 | |
| University of Durham | CiN | Sign of Potential | 53,539 | |
| University of Glasgow | Core | Partnership for Change | 463,077 | |
| University of Oxford | SFIIP | | 24,432 | 95,019 |
| University of Oxford | Core | Domestic Abuse Rapid Review | 40,000 | |
| University of Oxford | Core grant | Higher Education Rees Centre | | 102,780 |
| University of Portsmouth | Core grant | Systematic Reviews | | 42,627 |
| University of Sussex | Core | Kitbag | 25,247 | |
| University of Sussex | SFIIP | | | 96,714 |
| University of Sussex | Core grant | Not disclosable | | 83,087 |
| University of Wolverhampton | Core grant | No Recourse to Public Funds | | 200,276 |
| Virtual Class Ltd | CiN | Sign of Potential | (17,500) | 390,000 |
| Walsall BC | CiN | Education Project | 34,094 | |
| Whole Education Ltd | CiN | Sign of Potential | 82,400 | 363,890 |
| Wirral BC | CiN | Social Workers in Schools | 313,066 | 112,006 |
| Wirral BC | Core | Talk About Domestic Abuse | 86,573 | 259,719 |
| Wolverhampton BC | CiN | Social Workers in Schools | 402,954 | 173,736 |
| Wolverhampton University | Core | NOREAM | 53,410 | |
| Worcestershire Council | Core grant | Back to School - COVID-19 | | 40,986 |
| Youth in Mind | Core | Kitbag | 1,200 | |
| Non-disclosable councils | CiN | School Based Project | | 130,200 |
| Non-disclosable councils | Core grant | Lighthouse Parenting | | 244,736 |
| Non-disclosable councils | CiN | Social Workers in Schools | | 468,577 |
| Salaries Recharged | SFIIP | | 15,615 | 187,379 |
| Salaries Recharged | SFPC | | 141,565 | 100,561 |
| Salaries Recharged | HHP | | - | 67,784 |
| Salaries Recharged | Care Review | | 340,849 | 34,250 |
| Programme Management | CiN | | 285,633 | 179,392 |
| Other Costs | CiN | | 4,896 | |
| Other Costs | HHP | | 10,900 | |
| Other Costs | Core Grant | | 93,219 | 101,351 |
| | | | 14,699,694 | 10,920,176 |

What Works for Children's Social Care
Notes to the Financial Statements for the year ended 31 March 2022

10 Support costs

| | Support Costs £ | Governance costs £ | 2022 total £ | 2021 total £ |
|--------------------------------|--------------------------------|-----------------------------------|-----------------------------|-----------------------------|
| Depreciation | 29,778 | - | 29,778 | 14,556 |
| Legal and professional | 79,459 | 48,751 | 128,210 | 138,831 |
| Other finance costs | 874 | - | 874 | 380 |
| Office administration | 177,531 | - | 177,531 | 190,306 |
| Premises costs | 663,300 | - | 663,300 | 302,012 |
| Marketing and public relations | 65,247 | - | 65,247 | 16,444 |
| Audit fees - Statutory Audit | - | 12,450 | 12,450 | 12,000 |
| Audit fees - Other | - | 5,400 | 5,400 | |
| Accountancy | - | 1,469 | 1,469 | 89 |
| | <u>1,016,189</u> | <u>68,070</u> | <u>1,084,259</u> | <u>674,618</u> |

11 Auditors remuneration

| | 2022 £ | 2021 £ |
|--|-------------------|-------------------|
| Audit of the charity's annual accounts | <u>12,450</u> | <u>12,000</u> |
| Other audit- related assurance services | | |
| Grant certification | <u>5,400</u> | <u>-</u> |
| Non- Audit services | | |
| Taxation compliance services | - | - |
| All other non-audit services | 1,469 | - |
| Total Non Audit fees | <u>1,469</u> | <u>-</u> |

12 Trustees

None of the trustees or any persons connected with them received any remuneration from the charitable company during the year (2021: £nil).

No Trustees were reimbursed expenses in the year (2021: None).

What Works for Children's Social Care
Notes to the Financial Statements for the year ended 31 March 2022

| 13 Employees | 2022 | 2021 |
|--|---------------|---------------|
| Average monthly number of employees during the year: | number | number |
| Chief Executive Officer | 1 | 1 |
| Grant making, evaluation and dissemination staff | 33 | 27 |
| Administration staff | 9 | 8 |
| | <u>43</u> | <u>36</u> |

The key management personnel of the charity are considered to be the CEO and the various directors.

The remuneration and employee benefits of key management personnel, amounted to £613,040 in the year under review (2021: £445,438).

| Staff costs comprise: | 2022 | 2021 |
|-----------------------|------------------|------------------|
| | £ | £ |
| Salaries & wages | 1,251,428 | 868,664 |
| Social security costs | 203,968 | 146,173 |
| Other pension costs | 166,422 | 120,712 |
| | <u>1,621,818</u> | <u>1,135,549</u> |

The number of employees whose annual remuneration was £60,000 or more were:

| | 2022 | 2021 |
|---------------------|---------------|---------------|
| | number | number |
| £60,000 - £69,999 | 5 | - |
| £70,000 - £79,999 | - | 1 |
| £80,000 - £89,999 | - | - |
| £90,000 - £99,999 | - | - |
| £100,000 - £109,999 | - | 1 |
| £110,000 - £119,999 | - | - |
| £120,000 - £129,999 | - | - |
| £130,000 + | <u>1</u> | <u>-</u> |

14 Fixed asset investments

The charity holds a 100% investment in a subsidiary undertaking, The Evidence Quarter C.I.C. This was incorporated on the 27 August 2021 and has remained dormant in the period under review.

15 Tangible fixed assets

| | Fixtures and fittings | Computers and IT Equipment | Total |
|------------------------------------|------------------------------|-----------------------------------|----------------|
| | £ | £ | £ |
| Cost | | | |
| At 1 April 2021 | 39,218 | 45,674 | 84,892 |
| Additions | 17,493 | 19,307 | 36,800 |
| At 31 March 2022 | <u>56,711</u> | <u>64,981</u> | <u>121,692</u> |
| Depreciation | | | |
| At 1 April 2021 | 1,675 | 18,999 | 20,674 |
| Depreciation charged in the year | 10,858 | 18,920 | 29,778 |
| Eliminated in respect of disposals | | | |
| At 31 March 2022 | <u>12,533</u> | <u>37,919</u> | <u>50,452</u> |
| Carrying amount | | | |
| At 31 March 2022 | <u>44,178</u> | <u>27,062</u> | <u>71,240</u> |
| At 31 March 2021 | <u>37,543</u> | <u>26,675</u> | <u>64,218</u> |

What Works for Children's Social Care
Notes to the Financial Statements for the year ended 31 March 2022

16 Debtors

| | 2022 | 2021 |
|---|----------------|----------------|
| | £ | £ |
| Amounts falling due within one year: | | |
| Other debtors | 6,086 | 634 |
| Grants receivable | 207,588 | 483,888 |
| Prepayments and accrued income | 133,847 | 30,525 |
| | 347,521 | 515,047 |

17 Creditors: amounts falling due within one year

| | 2022 | 2021 |
|------------------------------------|----------------|------------------|
| | £ | £ |
| | Notes | |
| Trade creditors | 276,188 | 1,619,057 |
| Other taxation and social security | - | 48,963 |
| Deferred income | 18 67,920 | 791,366 |
| Other creditors | 196,727 | 64,515 |
| Accruals | 98,094 | 227,080 |
| | 638,929 | 2,750,982 |

18 Deferred income

| | 2022 | 2021 |
|-----------------------|-------------|-------------|
| | £ | £ |
| Other deferred income | 67,920 | 791,366 |

Deferred income is included in the financial statements as follows:

| | 2022 | 2021 |
|--|---------------|----------------|
| | £ | £ |
| | 67,920 | 791,366 |
| | 67,920 | 791,366 |

| | 2022 | 2021 |
|---------------------------------|--------------|--------------|
| | £ | £ |
| Deferred income brought forward | 791,366 | 5,600,000 |
| Grants received in the year | 16,730,218 | 8,189,601 |
| Grants recognised in the year | (17,453,663) | (12,998,235) |
| Deferred income carried forward | 67,920 | 791,366 |

Deferred income represents grants received in advance. The income is deferred when the grant agreements are subject to conditions which are still to be met and which are outside the control of the charity or when grants or income are received in advance and specified by the donor or other party as relating to specific accounting periods.

What Works for Children's Social Care
Notes to the Financial Statements for the year ended 31 March 2022

19 Retirement benefit schemes

Defined contribution schemes

The charitable company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

The charge to SOFA in respect of defined contribution schemes was £166,422 (2021: £120,712).

Contributions totalling £32,510 (2021: £27,566) were payable to the fund at the balance sheet date and are included in other creditors.

20 Movement in funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purpose.

The restricted funds were received for the following projects:

| | Movement in funds | | | | |
|------------------------|------------------------------------|---------------|--------------------|------------------|-------------------------------------|
| | Balance at 1 April 2021 | Income | Expenditure | Transfers | Balance at 31 March 2022 |
| Care review grant | - | 400,456 | (340,849) | (58,397) | 1,210 |
| CiN grant | - | 11,291,242 | (11,291,242) | - | - |
| SFIIP grant | - | 142,066 | (141,150) | - | 916 |
| HHP grant | - | 11,039 | (10,900) | - | 139 |
| SFPC grant | 50,000 | 91,565 | (141,565) | - | - |
| Total Restricted Funds | 50,000 | 11,936,368 | (11,925,706) | (58,397) | 2,265 |
| Unrestricted Funds | 513,507 | 5,827,743 | (5,483,121) | 58,397 | 916,526 |
| Total Funds | 563,507 | 17,764,111 | (17,408,827) | - | 918,791 |

General Funds

These are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted Funds

These are funds which are to be used in accordance with specific restrictions imposed by donors. Any unexpended funds are held on trust for those specific purposes. In each of the restricted funds listed, the donor was the Department for Education (DfE). These restricted funds were as follows:

Care review grant

This was for work directed in order to achieve completion of the Independent Care Review. The balance was transferred to general funds as this was the allowable surplus on the project.

CiN grant

This was for specified work on the Children in Need project.

SFIIP grant

This was for specified work on the Supporting Families Investing in Practice project.

HHP grant

This was for specified work on the Healthier Happier Professionals project.

SFPC grant

This was for specified work on the Strengthening Families Protecting Children project. The remaining balance was transferred to general funds in recognition of the fact that this represented a payment for specific work which was done by salaried staff.

Transfers

Transfers represent the net underspends on grants transferred to unrestricted funds in line with grant agreements.

Restricted funds (prior year)

| | Movement in funds | | | | |
|------------------------|------------------------------------|---------------|--------------------|---|-------------------------------------|
| | Balance at 1 April 2020 | Income | Expenditure | Transfer from Unrestricted Funds | Balance at 31 March 2021 |
| Care Review Grant | - | 6,499,691 | (6,499,691) | - | - |
| CiN grant | - | 660,005 | (660,005) | - | - |
| SFIIP grant | - | 53,727 | (67,783) | 14,056 | - |
| HHP grant | - | 150,562 | (100,562) | - | 50,000 |
| SFPC grant | - | 34,250 | (34,250) | - | - |
| Total Restricted Funds | - | 7,398,235 | (7,362,291) | 14,056 | 50,000 |

What Works for Children's Social Care
Notes to the Financial Statements for the year ended 31 March 2022

21 Analysis of net assets between funds

| | Unrestricted funds | Restricted funds | Total |
|--|-------------------------------|-----------------------------|--------------|
| | £ | £ | £ |
| Fund balances at 31 March 2022 are represented by: | | | |
| Tangible assets | 71,240 | - | 71,240 |
| Non Current assets/(liabilities) | 845,286 | 2,265 | 847,551 |
| | 916,526 | 2,265 | 918,791 |

| | Unrestricted funds | Restricted funds | Total |
|--|-------------------------------|-----------------------------|--------------|
| | £ | £ | £ |
| Fund balances at 31 March 2021 are represented by: | | | |
| Tangible assets | 64,218 | - | 64,218 |
| Non Current assets/(liabilities) | 449,289 | 50,000 | 499,289 |
| | 513,507 | 50,000 | 563,507 |

22 Net cash provided by operating activities

| | 2022 | 2021 |
|--|--------------------|------------------|
| Surplus for the year | 355,283 | 490,019 |
| Adjustment for: | | |
| Depreciation and impairment of tangible fixed assets | 29,779 | 14,556 |
| Movement in working capital: | | |
| (Increase)/decrease in debtors | 167,526 | 5,183,287 |
| (decrease)/increase in creditors | (1,388,607) | 1,881,809 |
| Increase/(decrease) in deferred income | (723,446) | (4,808,634) |
| Net cash provided by operating activities | (1,559,465) | 2,761,037 |

23 Related party transactions

Jonathan Breckon, a trustee of the charity was paid £1,350 (2021: £1,350) for consultancy through Breckon Consulting Limited, a personal service company. This was an arms length transaction made in the ordinary course of business.

Professor Leon Feinstein, a trustee of the charity is also an employee of University of Oxford and Greater Manchester Combined Authority. During the year grants totalling £74,232 and £453,960 were paid to these organisations. (2021: £284,411)

Professor Elaine Sharland, a trustee of the charity is also an employee of University of Sussex. During the year grants totalling £25,247 were paid to this organisation. (2021: £91,745)

None of the above transactions had any security, bad debts, write-offs or guarantees associated with them. All were made in the ordinary course of business and the associated trustees derived no benefit from them.

There were no other related parties in the period under review.

24 Operating lease commitments

The charitable company's total future minimum lease payments under non cancellable operating leases relating to property is as follows:

| | 2022 | 2021 |
|-----------------------|-------------|-------------|
| | £ | £ |
| Within 1 year | 278,436 | 278,436 |
| Between 2 and 5 years | 458,465 | 736,901 |
| Over 5 years | - | - |
| | 736,901 | 1,015,337 |

25 Post balance sheet events

On the 7th July 2022 it was announced that the respective board of trustees for What Works for Children's Social Care and Early Intervention Foundation had agreed in principle to merge to create a single What Works Centre. The merger of What Works for Children's Social Care (WWCSC) and the Early Intervention Foundation (EIF) will bring together two What Works Centres to create a single organisation covering the full range of support for children and families, including preventative approaches, early intervention and targeted support for those at risk of poor outcomes, through to child protection and children's social care services.

At the date of signing these financial statements the merger had not been officially ratified or signed by both entities. EIF and WWCSC will now undertake steps towards the legal merger of the two charities, which is expected to conclude by spring 2023, after these financial statements are approved.

Accounts



What Works *for* Children's Social Care

Report and Financial Statements

For the period ended 31 March 2021

Company number: 12136703

Charity number: 1188350



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Trustee Report

For the period ended 31 March 2021

Company number: 12136703

Charity number: 1188350

Registered office and operational address:

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Petty France, Westminster,
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Auditors

Moore Kingston Smith LLP
Chartered Accountants
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London
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Trustees

Previous Trustees:

- Sir Alan Wood, Chair
(Appointed 2 August 2019) (Resigned 30 May 2021)
- Isabelle Trowler – Chief Social Worker for children and families, DfE
(Appointed 2 August 2019) (Resigned 17 March 2021)
- Sally Rowe - Director of Children's Services, Walsall
(Appointed 2 August 2019) (Resigned 17 March 2021)
- Jonathan Breckon – Director, Alliance for Useful Evidence
(Appointed 2 August 2019) (Resigned 17 March 2021)
- Michael Starr, Social Worker, Bristol City Council
(Appointed 1 January 2020) (Resigned 17 March 2021)

Current Trustees:

- Jenny Coles, Chair
(Appointed 30 May 2021)
- Professor Leon Feinstein - University of Oxford
(Appointed 1 January 2020)
- Professor Elaine Sharland - University of Sussex
(Appointed 1 January 2020)
- Jack Feintuck - Deputy Director, Prime Ministers Implementation Unit
(Appointed 1 January 2020)
- Ailsa Swarbrick - Director, Tavistock and Portman NHS Foundation Trust
(Appointed 1 January 2020)
- Fiona Johnson, Director of Communications, Nuffield Trust
(Appointed 1 January 2020)
- Steve Walker, Director, Leeds Relational Practice Centre
(Appointed 30 May 2021)
- Lucy Butler, Executive Director of Children(DCS), West Sussex County Council,
(Appointed 30 May 2021)
- Bev Barnett-Jones, Associate Director, Nuffield Family Justice Observatory Director
(Appointed 30 May 2021)
- Lauren McCann, General Counsel and Monitoring Officer, Kingston-upon-Thames Borough Council
(Appointed 30 May 2021)

The trustees present their report and the audited financial statements for the period ended 31 March 2021.

What Works for Children's Social Care was incorporated as a company limited by guarantee on 2 August 2019. Company No. 12136703.

What Works for Children's Social Care was registered as a charity on 4 March 2020. Charity No. 1188350.

Reference and administrative information set out on pages 3-5 form part of this report. The financial statements comply with the current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Background

Our work is driven by our mission to improve outcomes for children and families with a social worker. Every child deserves the chance to thrive, every family deserves the best possible chance to stay together, and every professional deserves to have an evidence base they can depend on. While we know that people with a social worker can go on to achieve amazing things, we also know that they face particular challenges and barriers compared to their peers, which may make things more difficult. The statistics are stark, and clearly highlight the areas and outcomes where improvement is needed.

- There were 80,080 children in care in 2020, a rise of 2% since the previous year, and 22.2% since 2011. An additional 389,260 children were on Children in Need Plans, and 51,510 on Child Protection Plans.¹
- Children of mixed ethnic groups and black children are overrepresented in child welfare statistics and Asian children are under-represented.²
- Children from the poorest neighbourhoods in England are almost fourteen times more likely to be referred to social care services than those from the richest areas.³
- In 2019, the average Attainment 8 score⁴ for children in care was 19.1, compared to 44.6 for non-care experienced children, and 19.2 for children in need.⁵
- Care leavers are less likely to go to university - in 2018-19, 13% of care leavers and 11% of children on a Child in Need plans at age 15 progressed to Higher Education by age 19, in contrast to 43% of young people who were not care experienced.⁶
- Care leavers are less likely to be employed - in 2020, of care leavers aged 18, 31% were not in education, employment or training (NEET), for those aged 19 to 21, 39% were NEET, compared to around 13% of all young people aged 19 to 21 years.⁷
- One in five care leavers report that they are struggling financially.⁸
- Children with a social worker are more likely to have health and mental health struggles - 38% of children in care had reported SDQ scores which were a cause for concern,⁹ with nearly half of children in care meeting the criteria for a psychiatric disorder.
- Care leavers are estimated to represent between 24% and 27% of the adult prison population. This is despite less than 1% of under 18s entering local authority care each year.¹⁰

- Young people with care experience are more likely to become pregnant at an early age, 35% of young women were pregnant or became mothers within a year of leaving care and 15% of young men were fathers or expecting a child.¹¹
- A survey of care leavers conducted by Centre Point found that 26% of care leavers have 'sofa-surfed', while 14% had slept rough.¹²

These statistics are confronting, and underline the urgent need to continue to improve outcomes for children and young people with a social worker. We believe that the development and use of evidence is central to this.

What Works for Children's Social Care was established by the Department for Education in 2018 to provide a rigorous evidence base supporting good practice in children's social care. Just over two years on since the permanent team began to form, we have launched over 60 new research projects, working in partnership with nearly 130 local authorities across England (over 80% of all local authorities that deliver children's services).

We have become an official member of the What Works Network, and we have driven substantial investment into producing high quality research evidence in children's social care.

¹ Department for Education. (2020). *Children looked after in England including adoptions, Reporting Year 2020*. [online] Available at: <https://explore-education-statistics.service.gov.uk/find-statistics/children-looked-after-in-england-including-adoptions> [Accessed 25 Aug. 2021].

² Owen & Statham (2009). *Disproportionality in Child Welfare*. Available at <https://dera.ioe.ac.uk/11152/1/DCSF-RR124.pdf>

³ Hood & Goldacre (2021) *The social gradient in English child welfare service*. Available at https://www.healthcare.ac.uk/wp-content/uploads/2021/06/The-social-gradient-in-CSC_Full_Report_Final_June-2021.pdf

⁴ Attainment 8 measures the achievement of a pupil across 8 qualifications including mathematics (double weighted) and English (double weighted), 3 further qualifications that count in the English Baccalaureate (EBacc) measure and 3 further qualifications that can be GCSE qualifications (including EBacc subjects) or any other non-GCSE qualifications on the DfE approved list. Each individual grade a pupil achieves is assigned a point score, which is then used to calculate a pupil's Attainment 8 score. ⁵ Department for Education. (2020) *Outcomes for children looked after by local authorities in England, 31 March 2019*. [Online] Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/884758/CLA_Outcomes_Main_Text_2019.pdf [Accessed 25 Aug. 2021].

⁶ <https://explore-education-statistics.service.gov.uk/find-statistics/widening-participation-in-higher-education> ⁷ Department for Education. (2020). *Children looked after in England including adoptions, Reporting Year 2020*. [online] Available at: <https://explore-education-statistics.service.gov.uk/find-statistics/children-looked-after-in-england-including-adoptions> [Accessed 25 Aug. 2021].

⁸ Coram Voice (2020) *What Makes Life Good? Careleavers' views on their well-being*, available at <https://coramvoice.org.uk/wp-content/uploads/2020/11/1883-CV-What-Makes-Life-Good-Report-final.pdf> ⁹ Department for Education. (2020). *Children looked after in England including adoptions, Reporting Year 2020*. [online] Available at: <https://explore-education-statistics.service.gov.uk/find-statistics/children-looked-after-in-england-including-adoptions> [Accessed 25 Aug. 2021].

¹⁰ Her Majesty's Prison and Probation Service (2019). *Care leavers in prison and probation*. [online] GOV.UK. Available at: <https://www.gov.uk/guidance/care-leavers-in-prison-and-probation> [Accessed 6 May 2021]. ¹¹

Dixon, J., Wade, J., Byford, S., Weatherly, H. & Lee, J. (2006). *Young People Leaving Care: A Study of Costs and Outcomes: Final Report to the Department for Education & Skills*. Social Work Research and Development Unit, University of York, York.

¹² Gill, A. Daw, E. (2017). *From Care to Where; Care Leavers Access to Accommodation* Centrepoint.

Objectives

The Articles of Association of WWCS state that the charity exists to:

- promote the care, safety and upbringing of children and young people; • relieve the needs of children, young people and families arising as a result of their being at risk or in social care;
- advance the effectiveness and efficiency of public services and the voluntary sector; • advance education and research; and
- advance any other purposes recognised as charitable in England & Wales for the time being,

in particular (but without limitation) through the research, evaluation and dissemination of practice, policies, resources, and programmes intended to promote best practice and better outcomes in the care of children and young people across the UK and beyond.

Purpose

Our purpose is to collate, create, and translate evidence in the CSC sector.

Collation

Our work to collate what is already known, and to summarise it, has seen our evidence store grow to have more than 50 entries since it was first launched in January 2019. In this time, the evidence store has been accessed 48,500 times, and summarises evidence on a range of interventions, going from parenting programmes, to whole system models, and everything in between.

Creation

We have begun more than 60 research studies since our inception to generate new knowledge in the sector. These studies include 38 randomised controlled trials, 4 quasi-experimental impact evaluations, and 19 pilots, and range from pre-birth and infancy support to support for care leavers, and from assessment through to foster care.

Translation and Scale

Our work to translate evidence into practice and to make it accessible can be found in our training programmes, with more than 300 social workers signed up so far, our evidence ambassadors programme, and our webinar series which has had more than 2,000 participants in the last twelve months. To ensure our evidence informs policy, we are building recommendations into our reports and engaging with policymakers so these translate into change for children and families.

We are also supporting the scaling of promising interventions, through the Social Workers in Schools trial, Supporting Families, Investing in Practice, and our Signs of Potential trials in schools.

Our approach

Our focus is, as our name suggests, primarily on finding “What Works” - that is, what are the impacts of an intervention, or practice, on outcomes for young people, their families, and social workers. This focus informs both the kinds of practice that we fund, and the methodological approach we use in our research. In particular, we favour causal research methodologies, and particularly randomised controlled trials which gives us the best, and often easiest, route to establishing the impact of an intervention. We have to date launched 38 randomised controlled trials (RCTs) in children's social care; a step change compared to previously low use of this approach. We have also made wide use of so-called “quasi-experimental” research designs that try to answer the same questions in circumstances where an RCT is not possible or desirable.

This ‘what works’ question is not our sole focus, however. We are also interested in for whom an intervention is particularly effective or, indeed, ineffective. A growing proportion of our work reflects this by considering the effects on different groups, and particularly members of different racial or ethnic groups.

We have also invested heavily in projects that are not yet ready for these rigorous causal research questions, funding 19 pilot projects, which look to understand the feasibility; desirability, scalability and challenges of a new idea.

Finally, our research includes analysis of data, both quantitative and qualitative, to better understand the lives and experiences of young people with a social worker, and the system that exists to support them.

All of our research follows four principles:

Impact: Our research should focus, wherever possible, on the impacts that interventions have on outcomes. This focus on working out what change in outcomes is attributable to a particular intervention is key to the “what works” approach to research.

Nuance: Our research must recognise that young people and their families are unique and experience different circumstances in different ways. Our research, while remaining true to our aims of uncovering impact, should reflect the fact that the world is complex and nuanced, and what works on average might not work for everyone.

Usefulness: We must be able to identify who our research can benefit, and/or who can make use of it, before we embark on a project. Will it help a social worker decide how to work with a family? A manager to know what services to refer families to? A senior leader, or policymaker, decide how to spend money or how to structure their services? Research without this focus on usefulness can be valuable - but it is not for us to conduct or fund.

Empowerment: Social workers are at the heart of much of our research, and our research should aim to empower them. As such, our research should be conducted with social workers; to tackle problems that they have identified; and to help them in their practice.

Public benefit

Trustees have complied with the duty in section 17 of the Charities Act 2011 and have due regard to the public benefit guidance published by the Charity Commission, including their guidance in PB2 (Public Benefit: Running a Charity).

Achievements

a) Sector engagement

Our work over the last three years has generated substantial appetite in and around the sector for engagement with What Works initiative. To date, 132 local authorities have been involved in some kind of engagement with the centre, of which 129 are actively involved in research projects under the centre's auspices.

Prior to 2019, only two local authorities had been involved in RCTs, and only two such trials had been carried out. By the end of the 2020-2021 financial year, more than half of all local authorities were involved in an RCT, and more than 20 have been conducted or are underway in the sector.

We enjoy positive relationships with institutional stakeholders across the sector, as well as advocacy groups and potential funders who share our ambition of improving practice in the sector and outcomes for children and families.

b) Collation of evidence

Collation of research - drawing together what is known, and summarising it in an accessible way - is an important part of our work at What Works for Children's Social Care. This work takes a number of forms.

Our Evidence Store

Our Evidence Store, hosted on our website, aims to be a one-stop shop for evidence in children's social care. Entries in our evidence store each describe a particular intervention or practice, and what the evidence base currently says about it.

The store hosts more than 35 entries as of March 2021, covering interventions from web based parenting support to the Signs of Safety practice model.

New Systematic Reviews

Where a topic has not been systematically reviewed in the past, we will sometimes either conduct or commission a new review ourselves, to help fill this gap. Although the majority of the work we do is 'primary' research, based in the field, we have nonetheless conducted or commissioned several systematic reviews in the last three years including on

- the impact of the Signs of Safety practice model on a range of outcomes, including entry to care;
- the impact of Family Group Conferences on care entry;
- the effectiveness of policies, programmes and interventions to improve outcomes for young people leaving the care system;
- the experiences of young people who experience CSE during/around transition from Children's to Adult Social Care Services;
- matching in foster care;

- social work practice in safeguarding disabled children and young people;
- the representation and experiences of ethnic minority social workers in England; and
- the outcomes of Black children in care.

c) Create evidence & research

Our research is vital to who and what we are as an organisation. We conduct varied research, including randomised controlled trials, process evaluations, descriptive data analysis or systematic reviews.

Analysis

Secure Children's Homes

We commissioned a study of administrative data relating to young people referred to secure children's homes for welfare reasons, looking at who was referred, whether they got a place, and what their outcomes were.

We found that between 1 October 2016 and 31 March 2018, about 40% of the 527 young people referred to secure children's homes for welfare reasons could not be found a place. The young people who didn't get a place were accommodated in 'alternative placements', including residential care homes and unregulated placements. Some ended up placed in young offenders institutions.

We also found substantial differences between the young people who were received a place, and those who did not, with younger girls, and particularly victims of sexual exploitation or violence being most likely to be given a place, and older, particularly black, boys, with a history of violence - arguably the intended recipients of secure beds - being the least likely to get a place.

Polling

Over the last two years, we have also built up a panel of 800 (and growing) registered social workers who respond to questions on a regular basis. As well as feeding into our priority setting, these social workers allow us to take the pulse of the profession on issues of the day. For example, during the early stages of the 2020 Coronavirus pandemic, we used our regular fortnightly polling to measure the wellbeing of social workers, and how it changed over time.

Higher Education (HE) analysis

We know that young people with care experience are less likely to attend university than their peers, and that when they do so, they attend later on average. Data from the DfE indicates only 6% attend university at age 19, rising to 12% by age 23.

In 2020, we published analyses, conducted by Cardiff University, of the *Next Steps* data, which follows young people from age ten into early adulthood. We found that the difference in expectations - how likely people think they are to go to higher education, which is one of the strongest predictors of ultimately attending university - the gap between young people with care experience and their peers starts early, and gets wider over time.

We also found that for care experienced young people expectations are not a strong predictor of attending higher education, with fewer of those with high expectations going on to attend, compared to young people with high expectations but no care experience aged 10.

One explanation for the difference in attendance rates, and the lack of expectation translating into reality, is that care experienced young people get on average lower grades than their peers

(when? Age 16 or 18?). However, some research from the University of Oxford shows that young people who have a social worker - but who are not in care - have lower attainment in their GCSEs than those with care experience. That's why, jointly with our colleagues at the centre for Transforming Access and Student Outcomes in Higher Education (TASO), we commissioned the Rees Centre at the University of Oxford to look at the education and higher education pathways not just of young people who have been in care and care leavers, but all young people with a social worker.

Women in prisons

Research suggests that 66% of female prisoners are mothers of children under the age of 18, with more than 17,700 children estimated to be separated from their mother by imprisonment each year and only 5% of children remaining in their own home once their mother has been sentenced. We are therefore pleased to be working with the Chief Social Worker for Children and Families to take forward a recommendation from Lord Farmer's 2019 Review on female offenders' relationships. Lord Farmer's review found that "the physical severing of family ties when a woman enters custody often has profound and lifelong consequences for both them and the children or other dependents involved." At the same time the review found that prison-based mother and baby units (MBUs) are often underutilised.

The Chief Social Worker has been asked to review professional reasoning and decision making when children are removed from their primary carers when they enter prison to see if it is reasonable (i.e. taken with the welfare of the child as the paramount interest). We have brought together a panel of senior social workers to review between 30-40 cases where children were removed from their mother/primary carer whilst they were in prison. The review will examine cases that took place over the last three years, including a number from Wales and make a series of recommendations to improve practice.

Workforce wellbeing

Workforce wellbeing is a significant challenge in children's social care. This manifests itself most obviously in the turnover rate of social workers from the profession, with 13.5% of social workers leaving the profession in 2020¹³ - some 50% higher than the equivalent rate among teachers,

¹³ <https://explore-education-statistics.service.gov.uk/find-statistics/children-s-social-work-workforce>

another public service profession with high turnover. Social worker wellbeing is also linked with the outcomes of the children and families they are working with.

Many social workers and researchers argue convincingly that structural changes - including better pay or lower caseloads (or both) - would help to address the problem. However, implementing such changes would be enormously costly.

While we continue to seek funds to test the impact of such changes, we have focused our work on changes that are within the power of local authorities to administer.

The findings so far suggest both that there is significant promise in these 'lighter touch' interventions, but also that interventions which have been successful elsewhere are less effective in the context of time-poor social workers.

Symbolic Recognition

From our initial research and co-design work with social workers across two dozen local authorities, we identified a common thread that social workers did not feel recognised or appreciated for their work, either by their managers, or by the families or young people that they worked with.

Taking inspiration from a series of studies conducted by the behavioural economist Jana Gallus, we ran a study in which social workers' managers provided positive feedback about the social workers in their team to senior managers in the local authority, who in turn sent out personalised letters to social workers, thanking them for their work, with specific mention of the positive feedback that the managers had provided.

Letters were sent out in two batches; one straight away, and another some time later, allowing us to determine the effects of receiving the letters. We found significant increases in social workers' feelings of organisational support, and their sense that they were valued. These in turn caused smaller effects on wellbeing and motivation.

Goal Setting

In another study, we tested an intervention which had been shown elsewhere to be effective at improving the wellbeing of civil servants. Here, we gave social workers access to a series of tools developed to help them set goals and to manage their time.

We found that although social workers had identified the intervention as potentially a useful way of tackling their challenges, when we trialled the intervention in 9 local authorities, very few social workers were able to find the time to engage with the materials, despite having protected time in their calendars to do so. As a result, social workers' wellbeing, sense of self-efficacy and their feelings of time pressure were not influenced by the intervention. Social workers are extremely time-impooverished, and often have to respond to high-urgency, high-priority items in their day-to-day workload, meaning that work tasks that are viewed as a luxury (even those that aim to improve their day-to-day work) - such as the goal-setting programme - are deprioritised. Thus, the nature of social work means that these sorts of tools are less effective than in other working contexts, and perhaps a heavier handed approach is required in order to ensure that social workers feel they have ample time in their working week to engage with such tools.

Schwartz Rounds

Schwartz rounds - an intervention which provides a forum for staff of all levels to share their experiences, stories, and reflections on the challenges of their work - have been shown to be effective in healthcare and clinical settings, but never tested in children's social care before.

Since 2019, we have been funding a randomised controlled trial in 10 local authorities, working with hundreds of social workers and other staff.

The study aims to test whether these open fora have an effect on staff wellbeing and workplace stress. Analyses showed a non significant difference between the intervention and control groups for sickness-related absences (those in the intervention group recorded, on average, 4.56 sick days, compared to 4.63 in the control group), and average GHQ-12 scores - a widely used measure of psychological distress (13.5 for the control group, compared to 12.9 for the treatment group). The qualitative feedback from those who participated in Schwartz rounds was almost universally positive, with staff reporting benefits in relation to personal wellbeing, collegiate relationships and their direct work with children and families.

Social Work Health Check

Over the last twelve months we have worked with the Local Government Association and Principal Social Workers in 3 local authorities to develop a new standardised social work health check.

This new survey, which was developed with principal social workers, was piloted in 2020. We validated the survey to ensure that it is robustly measuring what it intends to. The statistical validation exercise means local authorities can be confident when administering the survey locally that their results, and any changes over time, are meaningful. Over time, we hope that the data produced through the healthcheck will allow for a more consistent national picture of workforce wellbeing, as well as providing standardised outcomes in research projects.

Whole system change

Since our inception, there has been a great deal of interest in the effectiveness of whole system models of change in local authorities. These practice models, which often involve training of entire workforces, and/or culture changes, and/or restructuring of the local authority, have the promise to support struggling local authorities with their improvement journeys, and/or to rejuvenate or codify practice within successful authorities. We are currently working on the evaluation of several such models.

Strengthening Families, Protecting Children

As a part of the Department for Education's *Strengthening Families, Protecting Children* programme, we are evaluating the roll out of three practice models in six new local authorities each. These are;

Family Valued, a practice model developed in Leeds in which restorative practice training is provided across children's services, and family group conferences are widely used. The model aims to change practice to be more restorative, such that support for families is delivered 'with' them and not 'to' them.

No Wrong Door, a model developed in North Yorkshire which establishes hubs that bring together a range of outreach, services, and accommodation options to support young people either in care, or at the edge of care.

Family Safeguarding, a model developed in Hertfordshire, which sees multi-disciplinary teams working as pods to support families. These teams include specialists in supporting adults, for example with substance misuse, domestic abuse, and mental health. The model also makes use of motivational interviewing.

Each practice model is being evaluated using a mixed methods approach, including a stepped wedge randomised trial, a *difference in difference analysis* and an *implementation and process evaluation*. We also conducted pilot evaluations which are available on our website. The findings from the impact evaluations are due in 2026.

Targeted Interventions

As well as researching whole system models of change, we had also funded, and researched, more targeted approaches to supporting families and young people in particular circumstances, or experiencing particular challenges. We have summarised some of these projects in this section.

Supporting Families, Investing in Practice

We have partnered with the Department for Education to support the expansion of three interventions initially funded through the Children's Social Care Innovation Programme, while also building a robust evidence base around them. These interventions have been extended to 56 local authorities through this programme, and will produce an impact evaluation.

The *Mockingbird family model* aims to support stronger, more stable placements in foster care by building an extended family of foster carers - a constellation of foster carers around a central hub. A quasi-experimental evaluation was attempted as a part of the Innovation Programme, but was too small scale to produce conclusive findings. It is now being evaluated at a large scale and using a wider variety of methods.

Daybreak Family Group Conferences provide a problem solving meeting around a family in pre proceedings, in which the wider family around a child participate in a conference that is supported by facilitators but not led by professionals, with a view to provide support to the child and reduce the need for care entry. A previous evaluation conducted through the Innovation Programme compared families who were offered and accepted a family group conference to those that were not offered one, and therefore is likely to be subject to bias. Our systematic review of family group conferences found no conclusive evidence of a reduction in care entry. As a result, this roll out is being conducted as a large scale RCT.

Family Drug and Alcohol Courts are "problem solving courts", which aim to support families with substance misuse identified as a challenge and which have entered pre-proceedings. They are less formal than normal family courts. Previous evaluations have shown that the courts are effective at reducing separation and increasing reunification. However, following changes to the court processes in 2014, it was decided to conduct a new quasi-experimental evaluation to test whether this impact still exists.

Findings from the evaluations of Family Group Conferences and Family Drug and Alcohol Courts are due in autumn 2022, with findings from the evaluation of the Mockingbird Family Model due in spring 2023.

My View - The Refugee Council

This project, which is led by the Refugee Council and carried out in four areas (London, Liverpool, Leeds and Kent), provides counselling and therapeutic support to unaccompanied asylum seeking children to help improve their mental health and wellbeing, and is being evaluated using a randomised controlled trial.

NOREAM - Hackney Council

This project in Hackney is establishing a team to provide support to families who do not have recourse to public funds. This intervention aims to work with families who are particularly vulnerable, before their needs escalate, and thus reducing the need for state intervention in their family life.

Babies 1st - Video Interaction Guidance

There are nearly 20,000 families in England at risk of having a child removed within the first year of its life, and the number of children removed during infancy has risen in recent years. In this project, the charity Babies 1st is providing psycho-educational support for 126 families with an infant under 12 months, through the use of 'Video Interaction Guidance', a strengths based approach providing training on feedback, self-modelling and mentalisation to improve and support parenting.

Lewisham Council - Prevent, Protect, Repair

We are working with the London Borough of Lewisham to test this programme - Prevent, Protect, Repair - to help families where there is a risk or history of domestic abuse. The project aims to train and encourage non-Domestic Abuse specialists to; Identify, record and report DA; understand the impacts of Domestic Abuse on children and families; directly offer evidence-based support; and fully consider the role of fathers for risk and protective factors. The findings are due in spring 2022.

Direct work with families and young people

Alongside our whole system work, and targeted interventions, we are also testing interventions that aim to improve or enhance the direct work that social workers do with families.

Creative Life Story

Young people with care experience often leave care with questions about their earlier lives, and the journey that brought them to where they are. Life Story Work is a part of the way that social workers help care experienced young people to rationalise and make sense of their lives, local authorities must undertake life story work with young people in their care.

Creative Life Story work, developed by Blue Cabin, aims to improve the quality of life story work, which is not currently subject to standardisation or guidance across local authorities. The intervention consists of training in how to use a 'three tier' model of life story work, in which young people progress from working with local authority staff and artists to build a story "all about me", through to ultimately (where possible) engaging in more therapeutic life story work.

Kitbags

We are working with four local authorities, the University of Sussex and the International Future Forum to test Kitbags - a set of bespoke resources for direct work with children and families. Social workers and family support workers are invited to use the Kitbag for direct work with children and young people. Kitbags have previously been used in a women's prison, a disabled adults' support group, a domestic abuse group, a Scottish Health Board department and schools. Each Kitbag contains a series of cards for activities, calming oil, puppets, and a talking stick to help young people feel heard. The evaluation will investigate whether the Kitbag programme (the resources and support to use them) will impact on children's emotional literacy and children's social care outcomes.

Race and Equality

In 2021, it is hard to deny that race, and inequality more generally, play a role in the lives of both social workers, and the families that they work with. Families that experience poverty, or discrimination along racial, gender, or sexual orientation lines, are also more likely to experience state intervention in their family life. We have recently begun a series of projects that aim to build our understanding of this.

Examining race in all our research

Most forms of impact evaluation, including randomised controlled trials, report average effects for the entire sample of people who were treated, compared to their peers who were assigned to a control group (or in quasi-experimental research, were not treated for some other reason).

This approach gives research statistical rigour, but it also means that the research is skewed to focus predominantly on the majority group - in most studies carried out in England, this will be white people. As such, the experiences of non-white participants, who may experience interventions differently, are downplayed by this research.

To address this, we have taken a number of initial steps. First, we are looking in some studies explicitly from the outset at different impacts for different groups. This is prominent in our study of family group conferences, where the systematic review carried out by Cardiff University found some evidence that African Americans were adversely affected by family group conferences in the United States.

Exploring anti-discrimination in social care

There are a number of interventions, particularly from the behavioural sciences, which aim to provide low-cost solutions to reducing discrimination. These include “blinding” - the practice of removing names and other identifying features from CVs and other recruitment materials, which has been shown to reduce discrimination in hiring elsewhere; and “Joint evaluation”, in which pairs of candidates’ applications are assessed side by side, which similarly has been shown to reduce bias in hiring, and have been recommended for use in children’s social care.

However, none of these approaches has been tested in social care or with an audience of social workers; who may be more likely to be aware of risk of discrimination, and/or may be more likely to be members of a discriminated against group than the people in these original studies. To improve our understanding of whether these approaches might be helpful in reducing discrimination in children’s social care, we are conducting replication studies over the spring of 2021, using social workers instead of the students used in the original research.

Workplace racial equality standards (WRES)

The Department for Health and Social Care, as well as the DfE, are piloting the use of Workplace Racial Equality Standards in children’s and adults’ services in 18 local authorities. These standards include an audit of data on racial equality within the workforce, which it is hoped will be a spur to action to reduce any inequalities, much as the publishing of gender pay gaps has led to action in that arena. At What Works for Children’s Social Care, we will be providing support for the analysis of the data involved in the pilots and also supporting the site to create action plans that include local evaluation.

Anti-Racism Survey

In order for the social work profession to properly address racism within the workforce, it is important to understand the scale and nature of the problem. We are partnering with the Principal Social Workers Network, Social Work England and the Department for Education to conduct a large-scale survey to understand social workers’ experiences of racism. The survey, open to all registered social workers, will be conducted in summer 2021.

d) Education

The DfE’s review of the evidence on educational attainment for children in need found that that young people with a social worker (those subject of a child in need plan or child protection plan, as well as those in care), performed less well at GCSE than their peers, with young people with a social worker but not in care performing worst of all. Our work in education works to understand and reduce these attainment gaps.

Re-analysis of EEF trial data

Our first project looking at the education of those with a social worker was to re-analyse data from 64 Randomised Controlled Trials conducted by the Education Endowment Foundation.

This re-analysis, which made use of the EEF trial data archive held by the Office for National Statistics, looked at whether there were different outcomes for young people with a social worker compared to young people without a social worker; to try and identify interventions that could help close the attainment gap between these two groups.

In total, we found 10 interventions which showed "Signs of Potential" - where there was some evidence of a potential positive effect for young people with a social worker, and which was at least as large as the size of the effect for all young people.

Signs of Potential

Following on from our re-analysis of the EEF's trials, we have partnered with the DfE to conduct robust, large scale evaluations of four of these. These are;

Affordable Maths Tuition; developed by Third Space Learning, this intervention sees young people in years five and six provided with maths tuition online, delivered by graduates of maths or related subjects in India and Sri Lanka.

Our Skills; a modified version of 'Family Skills', which was tested by the EEF, this programme, delivered by Learning Unlimited & Campaign for Learning works with families and foster carers to improve their engagement with young people's learning during the first years of primary school and to help forge closer ties between schools and homes.

Words for All; A Vocabulary Enrichment Programme originally developed in Bolton, delivered in secondary schools by Whole Education. The programme encourages: reading out loud; building academic vocabulary; reading academic non fiction; talking about learning; and reading for pleasure.

Embedding Formative Assessment; A whole school approach to using formative assessment systematically across the school and providing regular feedback to students to help improve grades. This approach, delivered by SSAT, is also one of the EEF's "Promising Projects", and we are collaborating with the EEF to evaluate the impacts of their scale up activity on outcomes for young people with a social worker.

Schools based programmes

Alongside our "Signs of Potential" projects, another key finding from our work re-analysing the EEF's trials archive was that on average, educational interventions that improve outcomes overall have smaller effects for young people with a social worker. This has led to another partnership with the DfE, funding a series of pilot studies of new interventions specifically designed to improve outcomes for these groups.

Transition Support; This intervention, delivered by Hartlepool Borough Council, helps young people with the often challenging transition between primary and secondary school by ensuring curriculum continuity, as well as giving a teacher in both primary and secondary schools responsibility for supporting transitions for young people with a social worker.

Placing an Advisory Teacher in Children's Social Care; this project, which is being piloted in Bath and North East Somerset local authority, expands the responsibility of the virtual school to cover young people with a social worker but who are not in care, by appointing a teacher with responsibility for the education of these groups and providing them with a budget to spend in their support.

Behaviour Outreach Support Service (BOSS); this programme, developed by Family Action and being piloted in York, provides tailored support for families and carers on how to support their children; creates individual action plans to manage challenging behaviours and other difficulties experienced by young people, and delivers whole school training related to these. The intervention aims to improve young people's attachment to school, and ultimately to reduce exclusions or other unwanted school transitions.

Springboard

This project aims to increase young care leavers' awareness of the support available to them to access higher and further education. Working in partnership with the Centre for Transforming Access and Student Outcomes in Higher Education (TASO), the charity Become and the National Association of Virtual School Heads (NAVSHs), the project builds on previous research by the Behavioural Insights Team. This found that sending a personalised "nudge" letter to disadvantaged students from someone they could identify with, was effective at raising the number who apply to, and accept offers from, selective universities.

In our project, letters written by care experienced young people in higher and further education were sent to young people aged 16-18 in year 12 and 13 (or equivalent) who are currently in care. Letters were sent by Virtual School Heads in 23 local authorities. The letters encouraged young people to think about applying to higher and further education, setting out the support available (financial and other) to young care leavers and signposting to Become's [Propel website](#) and free helpline. Helpline advisors can provide one-to-one, tailored advice on applying to college or university and accessing support. We also created videos of students who are care experienced talking about their experience and the support available (now featured on Propel).

The project aims to show young people in care that there are people from similar backgrounds who have gone on to successfully apply and attend higher or further education.

Safeguarding in Schools

Schools are an appealing site for social care and early help interventions, as they are the closest thing to a universal service for young people. Although this has been disrupted by the 2020-2021 Coronavirus Pandemic, the role of schools remains central both to a child's education and to their safeguarding. As a result, we have a number of projects focused on safeguarding within schools.

Social Workers in Schools

In early 2019, we launched pilots of placing Social Workers in secondary schools in Lambeth, Stockport and Southampton. These pilots, which lasted for a year, found that this approach showed considerable promise; was welcomed by schools and social workers alike; demystified social care for teachers and families; and showed indicative evidence of a reduction of statutory social care intervention.

In September 2020, we followed this up with a large scale Randomised Controlled Trial in between 5 and 8 schools in each of 21 local authorities. This study has turned the social workers in schools project into a standardised intervention, with a manual produced from the most successful

elements of the pilot, and a community of practice of the hundreds of social workers involved. Findings from the evaluation, which looks at the impact of SWIS in reducing rates of Section 47 enquiries, rates of referral to Children's Social Care, Section 17 assessments, the number of days children spend in care, and educational attendance, are due in summer 2022, with a follow up report due in summer 2023.

Supervising Designated Safeguarding Leads

Designated Safeguarding Leads (DSLs) in schools have a responsibility to understand safeguarding issues facing the young people attending their school, and to make referrals to children's services where necessary. Colleagues in Bolton identified that these safeguarding leads often struggle to gauge what is an appropriate level of safeguarding concern to warrant a referral to social services, and do not feel comfortable holding risk themselves.

To address this, we tested a model of supervision by a senior social worker in Bolton, provided to half of the primary school DSLs in the local authority. This intervention was well received by DSLs, with many providing overwhelmingly positive feedback. Although the intervention was disrupted by the outbreak of the Coronavirus pandemic, the evaluation's findings were somewhat positive, showing an 11% decline in the rate at which referrals from the schools involved led to no further action.

In a second study, we are evaluating the impact of providing similar supervision to designated safeguarding leads in half of the secondary schools across the ten local authorities of the Greater Manchester Combined Authority.

Upskilling and Investing in the Profession

Practice in Need of Evidence (PINE)

We believe that good ideas and good practice can come from anywhere. More than this, we believe that the best ideas about how to improve practice in social work come from social workers themselves.

That's why we've set up our "Practice in Need of Evidence" (PINE) service. This service, which is led by our Practice team, provides social workers and others in partner agencies with the tools to begin building an evidence base for their own practice.

Through a mixture of consultations with our team, online tutorials, and practical exercises along the way, delivered through our online portal, PINE helps participants to build a logic model for their interventions; to formulate their own research questions; to develop surveys and interview tools to help them better understand how their intervention is being used, how people feel about it, and ultimately whether it stands a chance to succeed.

Through involvement with the PINE programme, we are seeing social care practitioners becoming more evidence-minded in their approach and able to apply principles of evidence-based practice in other areas of their work. We hope that in the coming years, the interventions that have been through the PINE process will be in a position to win funding for larger scale projects from us or other funders.

Statistical Neighbours Analysis Tool

Alongside the PINE portal, we have developed an easy to use online tool for analysing administrative data on outcomes within children's social care. This tool, which contains data for more than a dozen outcomes over the last 10 years, works in a similar way to the Local Authority Interactive Tool (LAIT), in that it helps to identify statistically similar local authorities.

The difference, however, is that the choice of matches in this case is determined not by how similar local authorities are right now but how similar their trends are over recent years. This is a small change, but it makes a big difference to the ease with which an impact evaluation can be conducted using the tool.

Using this Statistical Neighbours Analysis Tool, it is possible to select an outcome measure of interest, find comparable local authorities, and conduct a rapid impact evaluation in just a few clicks.

e) Engagement and Training

Our research will be of no value if it cannot or does not change practice and policy. There is much to be done in this area, including explaining to the profession the value of the type of research that we do, and why we do it, as well as teaching them the findings from our research. Training on different types of evidence, and how to spot the differences between high and low quality research is important if we are to improve the way that the profession uses and creates research.

Social Work training - Evidence, Learning and Methods

In 2021 we have launched our social work training programme. This programme, which was substantially oversubscribed on the first day that it launched, aims to teach social workers about both research methods, and the findings of impact research in the sector. We are on course to train 500 social workers by April 2022.

Our training offering is divided into nine components; basic, intermediate and advanced training, for each of three groups- ASYE and Social workers; Team Managers; and Senior Leaders.

Our training programme is now accredited as a source of Continuing Professional Development for Social Workers, which can be used when registering and re-registering each year with Social Work England.

Evidence Ambassadors

Launched in early 2021, 'Evidence Ambassadors' is our flagship engagement programme. We know that the best advocates for evidence, and the best people to know what social workers need and want from their evidence, are social workers themselves.

That's why we have recruited 6 social workers from front line practice, to be Evidence Ambassadors. Based on the EEF's highly successful 'research schools' model, these ambassadors receive training from WWCS and from other evidence-informed organisations.

The Ambassadors, who are paid a small stipend by WWCS, have also been allocated funding, and support from our Communications and Events team, to organise events within their own local authorities, and regionally, to tell other social workers about evidence and what they have learned from their training. Events have focussed on topics such as machine learning, secure children's homes and interventions to improve workforce wellbeing.

Stakeholders and Advisory Groups

We have established a number of advisory groups to help with our work. These groups serve a number of purposes; to help us understand the issues facing the sector from a number of perspectives; to help us shape and refine our research projects; and to help us interpret and frame our findings. These groups include;

Stakeholder Advisory Group

Our stakeholder advisory group consists of academics, social workers, system leaders, and family members. This group meets quarterly, and has helped shape our priorities on areas such as poverty and race. The group also advises us on our communications strategy and how to we disseminate messages about our work.

Education Advisory Group

Our education advisory group has been established to support our programme of work in and around schools; our Signs of Potential Projects, Social Workers in Schools, and Designated Safeguarding Leads supervision. This group consists of leaders from the worlds of children's social care, education and teaching, and academic research in this area.

Young Advisors Group

Our young advisors group is a group of 12 young people with a range of experiences of children's social care. This group meets regularly with senior leadership of the centre, including the Chief Executive, to discuss our research priorities and the issues they think our research should focus on. Members of this group also participate in our funding panels, helping decide which projects are taken forward and we often share findings with them ahead of publication to understand what new evidence means to young people.

Communications and policy

Over the last year we have explored other ways of sharing our research and findings with diverse audiences. Each output is tailored to suit the audience and objective - with materials ranging from videos, animations and gifs.

When COVID-19 forced us to postpone most of our ambitious nation-wide events programme, we adapted through a greater focus on digital communications. A mix of webinars, blogs and podcasts allowed our researchers, alongside practitioners and other sector experts, to add context, nuance and discussion to the findings of our research, and help our audience understand the implications within the landscape of the sector. In the year to 2021, we hosted 20 webinars with nearly 2,000 attendees. Our 17 podcasts have had a total of more than 3,700 listens. We created animations and videos to share our findings, support recruitment to our research projects and remind social workers of the positive impact they have on the lives of the children and young people they work with.

To maximise the impact of our findings, we ensure our reports include recommendations about changes needed to make a real difference to children and families. This year we reached out to policy and decision makers to highlight these recommendations, for example we held a series of engagement meetings to look at how to build on the findings from our secure children's homes report. We have also submitted evidence to a number of Parliamentary Committee inquiries on areas from COVID-19 to children's homes. As our body of research grows we will continue to develop our influencing role to ensure that children's social care policy is evidence based, delivering better outcomes for children.

Financial Review

Funding

Since incorporation in 2019 WWCS has been predominantly funded by the DfE. Without this support we would not be able to operate and we are incredibly grateful for the service contracts and grant funding that they have provided.

Income & expenditure

Income for the period ended 31 March 2021 totalled £13,236,275 in the first year since incorporation and related to donations of equipment and amounts paid on behalf of the charity.

Expenditure on charitable activities was £12,746,256.

Reserves

The Board reviewed the reserves policy during 2021 in light of the fact that the DfE has committed to fund the charity by payments in advance for the year 2021/22. It was agreed that reserves would not be held and instead WWCS has an agreed exit plan, including funding, in place with the Department for Education.

The organisation is exploring possible means of diversifying its sources of funding, and starting to build up a funding reserve.

The trustees have reviewed the charity's financial position, taking into account the levels of reserves, cash, committed income that has not been included in the accounts, future plans and its systems of financial and risk management. The trustees believe that, with confirmation from DfE of £5.6m core grant funding for the year 22/23, as well as further funding for project work, the charity is well-placed to manage operational and financial risks successfully.

Accordingly, the trustees have a reasonable expectation that the charity has adequate resources to continue in operation for the next 12 months period and consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Risk and uncertainties

The major risks to the charity have been identified in a comprehensive risk register and management of these are monitored and reviewed by all trustees as part of the board papers for each board meeting. The trustees have assessed the major risks to which WWCS is exposed and are satisfied that systems are established to mitigate the charity's exposure to those risks.

The risk categories identified with the highest scores (both impact and likelihood deemed medium post risk mitigation strategies) are as follows:

- the risks around delays to funding streams for 2022/23 and being over-reliant on one main source of funding;
- underspend or under delivery on grants due to delays linked to the impact of COVID-19;
- a possible data breach either by ourselves or partners especially in the transfer of special category data.

These risks have been mitigated through the following actions:

- having regular conversations with the DfE grant, commercial and finance teams throughout the funding decision-making process to ensure WWCS is in a strong position when funding decisions are made. Closely monitoring our internal finances to ensure that current year targets and timelines are met. Seeking other sources of funding, so that the charity can become less reliant on one main funder over time;
- within the grant giving, programmes division, setting clear timeframes and milestones with project partners. Closely monitoring the deliverables against the grant to ensure partners remain on track. Where delays do occur, discussing and mutually agreeing on a revised action plan;
- hiring a Data Protection Officer, establishing a clear data protection framework, ensuring that all employees are fully trained in the processes and have established an easy-to-follow plan in the event of a data breach. Communication has been shared with partners regarding the importance of transferring, potentially sensitive, data securely.

Structure, governance and management

What Works for Children's Social Care, as a company limited by guarantee, is governed by a Memorandum and Articles of Association, updated on 4 March 2020.

Trustees are recruited by the agreement of the Chief Executive and the Chair, subject to approval by the trustees. Appointed trustees are provided with a background briefing about their responsibilities and the objectives, operations, governance, funding and achievements of the charity.

Our board of trustees has a broad range of relevant skills and experiences. To date, we have recruited trustees with expertise in academic research in social care, practical experience in children's social work both at frontline and strategic leadership level, people with lived experience of care, civil servants past and present, and people with experience of service delivery and communications in other fields. The board of trustees is chaired by Jenny Coles. Ms Coles recently retired after more than a decade as Director of Children's Services in Hertfordshire, and, as President of the Association of Directors of Children's Services, led the organisation through the first year of the COVID_19 pandemic and lockdowns

WWCS considers each of the trustees to be independent in character and judgement, and understands that they have no relationships that are likely to affect, or could appear to affect, their judgements with regard to the charity. Declarations of interest are required from new Trustees upon appointment and every meeting of the Board requires that any new interests are declared. No remuneration is provided except for reasonable travel and subsistence costs.

Trustees regularly review the progress of the charity and its funding. Trustees are responsible for setting the strategy for WWCS and securing both the public benefit delivered through its outcomes and impact, as well as the sustainability of the charity.

There are two sub-committees: the Audit and Risk Committee reviews the risks, controls and financial management of the charity. The Grants Committee reviews the open funding rounds and agrees which programmes to fund.

The trustees are also responsible for the appointment of the Chief Executive, to whom they delegate the day to day running of the charity.

Staff

As at 31 March 2021 What Works for Children's Social Care had 35 staff members and has continued to grow since then.

Our employees are from a diverse range of backgrounds; drawing together strengths from a number of different fields; data science and econometrics, qualitative research, behavioural science, qualified social workers and affiliated professions, including qualified nurses, programme managers and operational experts. Trustees record their appreciation of the efforts of the staff, who have made an enormous contribution to the success of WWCS during the year.

The Senior Management Team comprises the Chief Executive, Director of Operations, Director of Programmes, Director of Research, Director of Practice, Director of Policy and the Head of Communications. The Trustees continue to be happy with the management structure. The Director of Operations has particular responsibility for issues relating to governance and for the financial management of the organisation.

Pay and remunerations

The trustees review the salary of the Chief Executive. Furthermore, the trustees discuss and agree any "cost of living" increase in salaries which is applied to all WWCS employees. The setting of all other employees' salaries is delegated to the Chief Executive and Senior Management Team. Increases in salary are dictated by affordability, wider market forces, individual performance and job role.

Auditors

Moore Kingston Smith were appointed as the auditors to the charitable company in December 2020, ahead of the completion of the charity's first audited financial statements and have expressed their willingness to continue in that capacity.

Plans for future periods

We are proud of what we have begun, and what we have achieved over the last year. Although there is much still to do, we are, as a team, and an organisation, passionate about that we will do in the future, and believe firmly that through evidence, married to practice and policy, we can achieve real, substantial, and lasting changes to children's social care, and to the lives of the families and children we serve.

Over the coming months and years, we are committed to expanding the evidence base in children's social care further - through the projects in this report that are already underway, and through new projects, addressing the most pressing issues facing the sector today. We want to work with the sector to identify and evaluate promising interventions to ensure that we are using the most effective means to support children and families. Already in the period 2021/22 we have held forums for senior leaders in three locations - London, Newcastle and Birmingham - with more planned for 2022. These forums are designed to allow senior leaders in children's social care - Directors and Assistant Directors of Children's Services, Service Leads and Principal Social Workers - to shape our future research and share their best practice.

We will continue to be interested in interventions of all sizes and scales that seek to improve life for

children and young people with a social worker - from whole system practice models, to targeted interventions for specific groups of children; from interventions that improve the educational attainment of children with a social worker, to those that address mental health, or support care leavers. We will also expand the size and scope of our work to include the underlying causes of the challenges faced by families - poverty, inequality, ill-health and more.

As the evidence base grows, we will continue to work tirelessly to ensure that it is translated into improvements in the lives of children and families. We will ensure that the evidence is available, relevant and useful to those who need it and can use it, and will continue to share our findings and recommendations widely and across different platforms. We will push for changes in policy to ensure it is in line with the best available evidence. We will continue to work with partners across the sector - local authorities, charities, academia and more - to harness our collective skills and expertise to bring about change.

As well as building the evidence base, we will continue to build evidence-mindedness and research capacity within the sector. Through an expansion of our Evidence Learning and Methods training and our Evidence Ambassadors programme, we will strive to ensure practitioners and leaders can confidently assess and use research and evidence.

We will continue to amplify the voices of those with knowledge and experience of children's social care - social workers, other practitioners, families and, most importantly, children and young people - through our engagement work and various advisory groups.

Above all, we will be driven by our mission - to improve outcomes for children and families with a social worker.

Statement of Trustees' Responsibilities

The trustees (who are also directors of What Work for Children's Social Care for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The financial statements have been prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies.

Approved and signed on behalf of the trustees by:-



Jenny Cole
Chair, Board of Trustees

Date Dec 22, 2021

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WHAT WORKS FOR CHILDREN'S SOCIAL CARE

Opinion

We have audited the financial statements of What Works for Children's Social Care ('the company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of financial statements section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WHAT WORKS FOR CHILDREN'S SOCIAL CARE

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 27, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WHAT WORKS FOR CHILDREN'S SOCIAL CARE

implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WHAT WORKS FOR CHILDREN'S SOCIAL CARE

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP.

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

Date: 23 December 2021

What Works for Children's Social Care
Statement of Financial Activities (Including income and expenditure account)
for the Year Ended 31 March 2021

| | Note | Unrestricted fund £ | Restricted fund £ | 2021 total £ | 2020 total £ |
|----------------------------------|------|---------------------------|-------------------------|--------------------|--------------------|
| Income from: | | | | | |
| Donations and legacies | 3 | 5,614,185 | 7,398,235 | 13,012,420 | 85,544 |
| Other trading activities | 4 | 223,855 | - | 223,855 | |
| Total Income | | <u>5,838,040</u> | <u>7,398,235</u> | <u>13,236,275</u> | <u>85,544</u> |
| Expenditure on: | | | | | |
| Raising funds | | | | | |
| Fundraising expenditure | 5 | 1,151,462 | - | 1,151,462 | - |
| Trading costs | 5 | - | - | - | - |
| | | <u>1,151,462</u> | <u>-</u> | <u>1,151,462</u> | |
| Charitable activities | 6 | 4,232,503 | 7,362,291 | 11,594,794 | 12,056 |
| Total Expenditure | | <u>5,383,965</u> | <u>7,362,291</u> | <u>12,746,256</u> | <u>12,056</u> |
| Net Income | | 454,075 | 35,944 | 490,019 | 73,488 |
| Transfers between funds | | (14,056) | 14,056 | - | - |
| Net movement in funds | | <u>440,019</u> | <u>50,000</u> | <u>490,019</u> | <u>73,488</u> |
| Reconciliation of funds | 19 | | | | |
| Balances at 1 April 2020 | | 73,488 | - | 73,488 | |
| Balances at 31 March 2021 | | <u>513,507</u> | <u>50,000</u> | <u>563,507</u> | <u>73,488</u> |

The notes on pages 34 to 42 form part of these financial statements.

**What Works for Children's Social Care
Balance Sheet
as at 31 March 2021**

| | | 2021 | | 2020 | |
|--|----|--------------------|----------------|--------------------|---------------|
| | | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible Fixed Assets | 13 | | <u>64,218</u> | | <u>22,185</u> |
| | | | 64,218 | | 22,185 |
| Current assets | | | | | |
| Debtors | 15 | 515,047 | | 5,698,334 | |
| Cash at bank and in hand | | <u>2,735,224</u> | | <u>30,776</u> | |
| | | 3,250,271 | | 5,729,109 | |
| Current liabilities: | | | | | |
| Creditors: amounts falling due within one year | 16 | <u>(2,750,982)</u> | | <u>(5,677,807)</u> | |
| Net current assets | | | 499,289 | | 51,303 |
| Net assets | | | <u>563,507</u> | | <u>73,488</u> |
| Funds | | | | | |
| Restricted funds | 19 | | 50,000 | | - |
| Unrestricted funds | 19 | | 513,507 | | 73,488 |
| | | | <u>563,507</u> | | <u>73,488</u> |

The financial statements were approved by the Board and authorised for issue, on their behalf by:

and signed on

J McA

F.H. Johnson
F.H. Johnson (Dec 22, 2021 15:37 GMT)

Trustee

Date

Dec 22, 2021

Company limited by guarantee registration number: 12136703

What Works for Children's Social Care
Statement of Cash Flows
for the year ended 31 March 2021

| | Note | 2021 £ | 2020 £ |
|---|-----------------------|-------------------------|-------------------------|
| Net cash provided by operating activities | 22 | 2,761,037 | 59,079 |
| Cash flows from investing activities: | | | |
| Purchase of tangible fixed assets | | (56,589) | (28,303) |
| Purchase of investments | | - | - |
| Proceeds on disposal of investments | | - | - |
| Interest received | | - | - |
| Net cash (provided by)/used in investing activities | | <u>(56,589)</u> | <u>(28,303)</u> |
| Net increase/(decrease) in cash and cash equivalents | | 2,704,448 | 30,776 |
| Cash and cash equivalents at the beginning of the year | | 30,776 | - |
| Cash and cash equivalents at end of year | | <u>2,735,224</u> | <u>30,776</u> |
| Analysis of cash and cash equivalents | | | |
| | | 2021 £ | 2020 £ |
| Cash at bank and in hand | | 2,735,224 | 30,776 |
| Total cash and cash equivalents | | <u>2,735,224</u> | <u>30,776</u> |
| Analysis of changes in net debt | | | |
| | As at 1 April 2020 | Cash-flows | As at 31 March 2021 |
| | £ | £ | £ |
| Cash at bank and in hand | 30,776 | 2,704,448 | 2,735,224 |
| Total | <u>30,776</u> | <u>2,704,448</u> | <u>2,735,224</u> |

What Works for Children's Social Care
Notes to the financial statements
for the year ended 31 March 2021

1 Accounting Policies

1 Charity Information

What Works for Children's Social Care is a charitable company limited by guarantee registered in England & Wales with the registration number 12136703. The registered office address is Albany House, Petty France, Westminster, London, England SW1H 9EA.

2 Accounting convention

Basis of preparation

These financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the revaluation of investments being measured at fair value through income and expenditure within the Statement of Financial Activities.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these financial statements. The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), (Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. Additional information has been provided where this increases understanding of the figures.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest pound.

The following accounting policies have been applied consistently during the current and previous year.

Going concern

The Trustees have assessed whether the use of going concern is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the group to continue as a going concern. The Trustees have made this assessment for the period of at least one year from the date of approval of the financial statements.

The Charity is a newly incorporated organisation which has been in existence from August 2019, thus it has only been in operation for 18 months.

Trustees have given due consideration to the impact of the Covid-19 pandemic, which has remained an issue in the period between the year end and the signing of the financial statements.

As at 31 March 2021, the charity has reserves of £563,509. The charity is also in receipt of a grant from Department for Education, totalling £5.6m, to cover the core funding of the charity for 2021/2022. Discussion between the charity and the DfE are ongoing, and it is anticipated that the DfE will confirm core grant funding for the 2022/2023 year end. No formal notification has been made on this to date and this is expected to be confirmed in January 2022. If core funding is not obtained, the charity has an exit strategy in place. Based upon this and further funding for project work, the charity is well-placed to manage operational and financial risks successfully for the foreseeable future.

Having reviewed forecasts prepared by management, the Trustees are confident that the charity will continue to meet its obligations as they fall due and that therefore the going concern basis continues to be appropriate.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

What Works for Children's Social Care
Notes to the financial statements
for the year ended 31 March 2021

2 Accounting policies (continued)

Income

Income is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Donations are recognised on receipt. Donations from fundraising ventures are shown gross, with the associated costs included in fundraising costs. Other income is accounted for on a receivable basis.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the grants have been

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both the direct costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees, statutory reporting, legal costs and Trustee expenses linked to the strategic management of the charity.

Overhead and support costs have been allocated first between the cost of generating voluntary income, charitable activity and governance. Where overhead and support costs relating to costs of generating voluntary income and charitable activities cannot be directly allocated, these have been apportioned based on the head count for each activity.

Grants are recognised as expenditure in the year when the charity creates a legal or constructive obligation.

An obligation arises, and expenditure is recognised in the financial statements, when a funding agreement has been signed by both parties and evaluations by the charity confirm the milestones set out in the agreement and any other terms and conditions of funding have been satisfactorily met.

Grants payable but unpaid at the balance sheet date are recognised as grant commitments under creditors.

Tangible fixed assets

Items of equipment are capitalised where the combined purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Where assets have been

| | |
|-----------------------|---------|
| Computer equipment | 3 years |
| Office equipment | 5 years |
| Fixtures and fittings | 5 years |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Impairment of fixed assets

At each reporting end date, the charitable company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered.

Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions

Creditors and provisions are recognised where the charitable company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

What Works for Children's Social Care
Notes to the financial statements
for the year ended 31 March 2021

2 Accounting policies (continued)

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

Financial instruments

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Taxation

The charity is a registered company, number 12136703 and is exempt from corporation tax under the provisions of Sections 466-493 of the Corporation Taxes Act 2010.

Leases

Operating lease costs are charged to the Statement of Financial Activities as incurred, on a straight line basis over the term of the lease term.

Pensions

All qualifying employees are invited to join the charitable company's defined contribution scheme. For those employees who are opted in to the defined contribution scheme, the charitable company makes a contribution currently equivalent to 8% of gross salary into the schemes. The charitable company's contribution is charged to the Statement of Financial Activities in the financial year. The charitable company has no liability under the scheme other than for the payment of these contributions.

Employee benefits

The costs of short term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense to the Statement of

Deferred taxation

Deferred tax is provided in full in respect of taxation deferred by timing differences between the treatment of certain

Critical accounting estimates and judgements

In the application of the charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

(i) Useful economic life of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic life and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on future economic utilisation and the physical condition of the assets. See note 14 for the carrying value of tangible fixed assets and the accounting policies for the useful economic lives for each class of asset.

What Works for Children's Social Care
Notes to the financial statements
for the year ended 31 March 2021

| 3 Donations and legacies | Unrestricted fund £ | Restricted funds £ | 2021 total £ | 2020 total £ |
|----------------------------------|------------------------------------|-----------------------------------|-----------------------------|-----------------------------|
| Donations and gifts | 14,185 | | 14,185 | 85,544 |
| Grants | 5,600,000 | 7,398,235 | 12,998,235 | - |
| Donated services | - | - | - | - |
| | <u>5,614,185</u> | <u>7,398,235</u> | <u>13,012,420</u> | <u>85,544</u> |
| For the year ended 31 March 2020 | <u>-</u> | <u>-</u> | | <u>-</u> |

| Grants | Unrestricted fund £ | Restricted funds £ | 2021 total £ | 2020 total £ |
|----------------------------------|------------------------------------|-----------------------------------|-----------------------------|-----------------------------|
| Core Grant | 5,600,000 | - | 5,600,000 | - |
| CiN grant | - | 6,499,691 | 6,499,691 | - |
| SFIIP grant | - | 660,005 | 660,005 | - |
| HHP grant | - | 53,727 | 53,727 | - |
| SFPC grant | - | 150,562 | 150,562 | - |
| Sign of safety contract | - | 34,250 | 34,250 | - |
| | <u>5,600,000</u> | <u>7,398,235</u> | <u>12,998,235</u> | <u>-</u> |
| For the year ended 31 March 2020 | <u>5,600,000</u> | <u>-</u> | | <u>-</u> |

| 4 Income from other trading activities | 2021 £ | 2020 £ |
|---|-------------------|-------------------|
| Rental Income | 175,324 | - |
| Other income | 48,531 | - |
| | <u>223,855</u> | <u>-</u> |

| 5 Raising funds | Unrestricted fund £ | Restricted funds £ | 2021 total £ | 2020 total £ |
|--|------------------------------------|-----------------------------------|-----------------------------|-----------------------------|
| <u>Fundraising expenditure</u> | | | | |
| Audit, accountancy and other finance costs | - | - | - | 5,475 |
| Office administration | - | - | - | 463 |
| Staff costs | 1,135,549 | - | 1,135,549 | - |
| Other staff costs | 15,913 | - | 15,913 | - |
| Depreciation and impairment | - | - | - | 6,118 |
| | <u>1,151,462</u> | <u>-</u> | <u>1,151,462</u> | <u>12,056</u> |

| 6 Charitable activities | 2021 £ | 2020 £ |
|--|-------------------|-------------------|
| Grant funding of activities (see note 7) | 10,920,176 | - |
| Share of support costs (see note 9) | 613,706 | - |
| Share of governance costs (see note 9) | 60,912 | - |
| | <u>11,594,794</u> | <u>-</u> |
| Analysis by fund | | |
| Unrestricted funds | 4,232,503 | - |
| Restricted funds | 7,362,291 | - |
| | <u>11,594,794</u> | <u>-</u> |

What Works for Children's Social Care
Notes to the financial statements
for the year ended 31 March 2021

7 Grants payable

| | 2021 | 2020 |
|--------------------------------|------------|------|
| | £ | £ |
| Grants expenditure: See note 8 | 10,920,176 | - |

8 Grant Expenditure

| | 2021 | 2020 |
|-------------------------|------------|------|
| | £ | £ |
| By stream | | |
| Core grant | 3,557,885 | - |
| CiN grant | 6,499,691 | - |
| SFIIP grant | 660,005 | - |
| HHP grant | 67,783 | - |
| SFPC grant | 100,562 | - |
| Sign of safety contract | 34,250 | - |
| | 10,920,176 | - |

8a) By institution

| | | | |
|---|------------|--------------------------------------|---------|
| Affinity | Core grant | Tiny Tots College | 17,348 |
| Anna Freud Centre | Core grant | Lighthouse Parenting | 162,287 |
| Babies First | Core grant | Thriving Babies | 117,132 |
| Behavioural Insight | SFIIP | | 10,000 |
| Blue Cabin | Core grant | Creative Life Story | 239,411 |
| CEI | CiN | Sign of Potential | 148,317 |
| CEI | SFIIP | | 22,418 |
| CEI | Core grant | Systematic Reviews | 102,234 |
| CEI | Core grant | No Recourse to Public Funds | 31,845 |
| Coram | CiN | School Based Project | 70,237 |
| Coram | SFIIP | | 99,082 |
| Coram | Core grant | Creative Life Story | 128,958 |
| Family Action | CiN | School Based Project | 119,894 |
| Learning Unlimited | CiN | Sign of Potential | 171,000 |
| National Centre for Social Research | CiN | School Based Project | 135,063 |
| National Centre for Social Research | CiN | Sign of Potential | 166,133 |
| National Centre for Social Research | SFIIP | | 118,168 |
| National Institute for Economic & Social Research | CiN | Education Project | 80,606 |
| QA Research | Core grant | Not disclosable | 65,452 |
| Rand | CiN | Sign of Potential | 61,674 |
| Refugee Council | Core grant | Unaccompanied Asylum-seeking Childre | 252,963 |
| The Mighty Creative | Core grant | Creative Mentoring | 176,196 |
| Third Space | CiN | Sign of Potential | 60,000 |
| Virtual Class | CiN | Sign of Potential | 390,000 |
| Whole Education | CiN | Sign of Potential | 363,890 |
| Cumbria Council | CiN | Social Workers in Schools | 188,467 |
| Gateshead Council | CiN | Social Workers in Schools | 167,861 |
| Greater Manchester Council | CiN | Education Project | 142,422 |
| Hartlepool Council | CiN | School Based Project | 109,884 |
| Hull Council | CiN | Social Workers in Schools | 170,786 |
| LB Croydon | CiN | Social Workers in Schools | 138,525 |
| LB Ealing | CiN | Social Workers in Schools | 305,862 |
| LB Harringey | CiN | Social Workers in Schools | 307,387 |
| LB Harrow | CiN | Social Workers in Schools | 127,029 |
| LB Lambeth | CiN | Social Workers in Schools | 96,844 |
| LB Lewisham | Core grant | Prevent Protect Repair | 318,750 |
| LB Merton | CiN | Social Workers in Schools | 178,236 |
| LB Southwark | CiN | Social Workers in Schools | 120,954 |
| LB Sutton | CiN | Social Workers in Schools | 186,743 |
| LB Tower Hamlets | CiN | Social Workers in Schools | 195,474 |
| Manchester Council | Core grant | Thriving Babies | 166,683 |
| Newcastle Council | CiN | Social Workers in Schools | 154,576 |
| Salford Council | CiN | Social Workers in Schools | 146,336 |
| Somerset Council | CiN | Social Workers in Schools | 94,464 |
| Swindon Council | CiN | Social Workers in Schools | 196,218 |
| Tameside Council | CiN | Social Workers in Schools | 144,465 |
| Wirral Council | CiN | Social Workers in Schools | 112,006 |
| Wirral Council | Core grant | Domestic Abuse | 259,719 |
| Wolverhampton Council | CiN | Social Workers in Schools | 173,736 |
| Worcestershire Council | Core grant | Back to School - COVID-19 | 40,986 |
| Non-disclosable councils | CiN | School Based Project | 130,200 |
| Non-disclosable councils | Core grant | Lighthouse Parenting | 244,736 |
| Non-disclosable councils | CiN | Social Workers in Schools | 468,577 |

What Works for Children's Social Care
Notes to the financial statements
for the year ended 31 March 2021

8a) By institution (continued)

| | | 2021 | 2020 |
|------------------------------------|--|------------|------|
| | | £ | £ |
| Cardiff University | CiN Social Workers in Schools | 364,759 | |
| Cardiff University | Core grant Schwarz rounds | 53,392 | |
| Cardiff University | Core grant Social Worker Decision Making | 58,055 | |
| Kings College London | CiN Sign of Potential | 131,675 | |
| Kings College London | SFIIP | 31,224 | |
| Kings College London | Core grant Creative Mentoring | 99,585 | |
| Manchester Metropolitan University | Core grant Domestic Abuse | 62,954 | |
| Nottingham Trent University | Core grant Systematic Reviews | 34,149 | |
| University College London | Core grant PhD Programme | 270,000 | |
| University of Birmingham | Core grant LGBTQ+ Young People in Residential Care | 124,929 | |
| University of Oxford | SFIIP | 95,019 | |
| University of Oxford | Core grant Higher Education Rees Centre | 102,780 | |
| University of Portsmouth | Core grant Systematic Reviews | 42,627 | |
| University of Sussex | SFIIP | 96,714 | |
| University of Sussex | Core grant Not disclosable | 83,087 | |
| University of Wolverhampton | Core grant No Recourse to Public Funds | 200,276 | |
| By other costs | | | |
| Salaries recharged | SFIIP | 187,379 | |
| Salaries recharged | SFPC | 100,561 | |
| Salaries recharged | HHP | 67,784 | |
| Salaries recharged | Sign of Safety | 34,250 | |
| Programme Management | CiN | 179,392 | |
| Other costs | Core grant | 101,351 | |
| | | 10,920,176 | |

9 Support costs

| | Support Costs £ | Governance costs £ | 2021 total £ | 2020 total £ |
|--------------------------------|-----------------------|--------------------------|--------------------|--------------------|
| Depreciation | 14,556 | - | 14,556 | - |
| Legal and professional | 89,918 | 48,912 | 138,830 | - |
| Other finance costs | 380 | - | 380 | - |
| Office administration | 190,307 | - | 190,307 | - |
| Premises costs | 302,012 | - | 302,012 | - |
| Marketing and public relations | 16,444 | - | 16,444 | - |
| Audit fees | - | 12,000 | 12,000 | - |
| Accountancy | 89 | - | 89 | - |
| | 613,706 | 60,912 | 674,618 | - |

10 Auditor's remuneration

| | 2021 £ | 2020 £ |
|--|-----------|-----------|
| Audit of the charity's annual accounts | 12,000 | 4,950 |
| Non- Audit services | | |
| Taxation compliance services | - | - |
| All other non-audit services | - | 500 |
| Total Non Audit fees | - | 500 |

11 Trustees

None of the trustees or any persons connected with them received any remuneration from the charitable company during the year (2020:

No Trustees were reimbursed expenses in the year (2020: none)

What Works for Children's Social Care
Notes to the financial statements
for the year ended 31 March 2021

| | | | |
|--|--|---------------|---------------|
| 12 Employees | | 2021 | 2020 |
| Average monthly number of employees during the year: | | number | number |
| Chief Executive Officer | | 1 | - |
| Grant making, evaluation and dissemination staff | | 27 | - |
| Fundraising staff | | - | - |
| Administration staff | | 8 | - |
| | | <u>36</u> | <u>-</u> |

The key management personnel of the charity are considered to be the CEO and the various directors

The remuneration and employee benefits of key management personnel, amounted to £445,438 in the year under review (2020: £0).

| | | | |
|-----------------------|--|------------------|-------------|
| Staff costs comprise: | | 2021 | 2020 |
| | | £ | £ |
| Salaries & wages | | 868,664 | - |
| Social security costs | | 146,173 | - |
| Other pension costs | | 120,712 | - |
| | | <u>1,135,549</u> | <u>-</u> |

The number of employees whose annual remuneration was £60,000 or more were:

| | | |
|---------------------|---------------|---------------|
| | 2021 | 2020 |
| | number | number |
| £60,001 - £70,000 | - | - |
| £70,001 - £80,000 | 1 | - |
| £80,001 - £90,000 | - | - |
| £100,001 - £110,000 | 1 | - |
| | <u>1</u> | <u>-</u> |

13 Tangible fixed assets

| | Fixtures | Computers and | Total |
|----------------------------------|-----------------|----------------------|---------------|
| | £ | £ | £ |
| Cost | | | |
| At 1 April 2020 | 829 | 27,474 | 28,303 |
| Additions | 38,389 | 18,200 | 56,589 |
| At 31 March 2021 | <u>39,218</u> | <u>45,674</u> | <u>84,892</u> |
| Depreciation | | | |
| At 1 April 2020 | 13 | 6,105 | 6,118 |
| Depreciation charged in the year | 1,662 | 12,894 | 14,556 |
| | <u>1,675</u> | <u>18,999</u> | <u>20,674</u> |
| Carrying amount | | | |
| At 31 March 2021 | <u>37,543</u> | <u>26,675</u> | <u>64,218</u> |
| At 31 March 2020 | <u>816</u> | <u>21,369</u> | <u>22,185</u> |

14 Operating Lease Commitments

The charitable company's total future minimum lease payments under non-cancellable operating leases relating to property is as follows for each of the following periods:

| | | |
|-----------------------|------------------|----------------|
| | 2021 | 2020 |
| | £ | £ |
| Within 1 year | 278,436 | 149,666 |
| Between 2 and 5 years | 736,901 | - |
| Over 5 years | - | - |
| | <u>1,015,337</u> | <u>149,666</u> |

What Works for Children's Social Care
Notes to the financial statements
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| | | | |
|---|----|------------------|------------------|
| 15 Debtors | | 2021 | 2020 |
| | | £ | £ |
| Amounts falling due within one year: | | | |
| Other debtors | | 634 | - |
| Grants receivable | | 483,888 | 45,896 |
| Prepayments and accrued income | | 30,525 | 5,652,438 |
| | | <u>515,047</u> | <u>5,698,334</u> |
| | | | |
| | | 2021 | 2020 |
| | | £ | £ |
| Amounts falling due after more than one year: | | | |
| Grants receivable | | - | - |
| | | <u>515,047</u> | <u>5,698,334</u> |
| Total debtors | | 515,047 | 5,698,334 |
| | | | |
| 16 Creditors: amounts falling due within one year | | 2021 | 2020 |
| | | £ | £ |
| Trade creditors | | 1,619,057 | 1,021 |
| Other taxation and social security | | 48,963 | 2,883 |
| Deferred income | 17 | 791,366 | 5,600,000 |
| Other creditors | | 64,516 | 28,482 |
| Accruals | | 227,080 | 45,421 |
| | | <u>2,750,982</u> | <u>5,677,807</u> |
| | | | |
| 17 Deferred income | | 2021 | 2020 |
| | | £ | £ |
| Other deferred income | | 791,366 | - |
| | | <u>791,366</u> | <u>-</u> |
| Deferred income is included in the financial statements as follows: | | | |
| | | 2021 | 2020 |
| | | £ | £ |
| Current liabilities | | 791,366 | - |
| | | <u>791,366</u> | <u>-</u> |
| | | | |
| | | 2021 | 2020 |
| | | £ | £ |
| Deferred income brought forward | | 5,600,000 | - |
| Grants received in the year | | 8,189,601 | 5,600,000 |
| Grants recognised in the year | | (12,998,235) | - |
| Deferred income carried forward | | <u>791,366</u> | <u>5,600,000</u> |

Deferred income represents grants received in advance and grant income that is to be returned to the funder. The income is deferred when the grant agreements are subject to conditions which are still to be met and which are outside the control of the charity or when grants or income are received in advance and specified by the donor or other party as relating to specific accounting periods.

18 Retirement benefit schemes

Defined contribution schemes

The charitable company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

The charge to SOFA in respect of defined contribution schemes was £120,712 (2020: £0).

Contributions totalling £27,566 (2020: £0) were payable to the fund at the balance sheet date and are included in other creditors.

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19 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

These restricted funds were received from the Department for Education to fund the following projects: Children in Need (CiN); Sign of Safety; Supporting Families Investing in Practice (SFIP); Strengthening Families Protecting Children (SFPC); Healthier Happier Professionals (HHP)

| | Movement in funds | | | | Balance at 31 March 2021 |
|-------------------------|----------------------------|-----------|-------------|--|-----------------------------|
| | Balance at 1 April 2020 | Income | Expenditure | Transfer from Unrestricted Funds | |
| CiN grant | - | 6,499,691 | (6,499,691) | - | - |
| SFIP grant | - | 660,005 | (660,005) | - | - |
| HHP grant | - | 53,727 | (67,783) | 14,056 | - |
| SFPC grant | - | 150,562 | (100,562) | - | 50,000 |
| Sign of safety contract | - | 34,250 | (34,250) | - | - |
| | - | 7,398,235 | (7,362,291) | 14,056 | 50,000 |

20 Analysis of net assets between funds

| | Unrestricted funds £ | Restricted funds £ | Total £ |
|--|----------------------------|--------------------------|------------|
| Fund balances at 31 March 2021 are represented by: | | | |
| Tangible assets | 64,218 | - | 64,218 |
| Current assets/(liabilities) | 449,289 | 50,000 | 499,289 |
| | 513,507 | 50,000 | 563,507 |

21 Analysis of net assets between funds (continued)

| | Unrestricted funds £ | Restricted funds £ | Total £ |
|--|----------------------------|--------------------------|------------|
| Fund balances at 31 March 2020 are represented by: | | | |
| Tangible assets | 22,185 | - | 22,185 |
| Current assets/(liabilities) | 51,303 | - | 51,303 |
| Long term liabilities | - | - | - |
| | 73,488 | - | 73,488 |

22 Cash generated from operations

| | 2021 | 2020 |
|---|------------------|------------------|
| Surplus/(Deficit) for the year | 490,019 | 73,488 |
| Adjustment for: | | |
| Investment income recognised in statement of financial activities | - | - |
| Loss on disposal of tangible fixed assets | - | - |
| Fair value gains and losses on investments | - | - |
| Depreciation and impairment of tangible fixed assets | 14,556 | 6,118 |
| Movement in working capital: | | |
| (Increase)/decrease in debtors | 5,698,334 | - |
| (decrease)/increase in creditors | - | 77,807 |
| Increase in provision | - | - |
| Increase/(decrease) in deferred income | 791,366 | 5,600,000 |
| Cash absorbed by operations | 6,994,275 | 5,757,413 |

23 Related party transactions

Jonathan Breckon, a trustee of the charity was paid £1,350 (2020: £Nil) for consultancy through Breckon Consulting Limited, a personal service company. This was an arms length transaction made in the ordinary course of business.

Professor Leon Feinstein, a trustee of the charity is also an employee of University of Oxford and Greater Manchester Combined Authority. During the year grants totalling £197,799 and £86,612 were paid to these organisations. (2020: Nil)

Professor Elaine Sharland, a trustee of the charity is also an employee of University of Sussex. During the year grants totalling £91,745 were paid to this organisation. (2020: Nil)

None of the above transactions had any security, bad debts, write-offs or guarantees associated with them. All were made in the ordinary course of business and the associated trustees derived no benefit from them