



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

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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 Centrepont*.

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		5,838,040	7,398,235	13,236,275	85,544
Expenditure on:					
Raising funds					
Fundraising expenditure	5	1,151,462	-	1,151,462	-
Trading costs	5	-	-	-	-
		1,151,462	-	1,151,462	
Charitable activities	6	4,232,503	7,362,291	11,594,794	12,056
Total Expenditure		5,383,965	7,362,291	12,746,256	12,056
Net Income		454,075	35,944	490,019	73,488
Transfers between funds		(14,056)	14,056	-	-
Net movement in funds		440,019	50,000	490,019	73,488
Reconciliation of funds	19				
Balances at 1 April 2020		73,488	-	73,488	
Balances at 31 March 2021		513,507	50,000	563,507	73,488

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

JM

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		(56,589)	(28,303)
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>

	Unrestricted fund £	Restricted funds £	2021 total £	2020 total £
Grants				
Core Grant	5,600,000	-	5,600,000	-
CiN grant	-	6,499,691	6,499,691	-
SFIP 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 £
Fundraising expenditure				
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	-
	<u>10,920,176</u>	<u>-</u>

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	
		<u>10,920,176</u>	

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	-
	<u>613,706</u>	<u>60,912</u>	<u>674,618</u>	<u>-</u>

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	<u>-</u>	<u>500</u>

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
for the year ended 31 March 2021

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

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	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	-

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 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)	-
Sign of safety contract	-	34,250	(34,250)	-
	<u>-</u>	<u>7,398,235</u>	<u>(7,362,291)</u>	<u>14,056</u>
				<u>50,000</u>

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
	<u>513,507</u>	<u>50,000</u>	<u>563,507</u>

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	-	-	-
	<u>73,488</u>	<u>-</u>	<u>73,488</u>

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