SCIE's aim is to improve social care services. We do this by developing, promoting and sharing knowledge about good practice, supporting those working in social care and empowering service users.

This publication is available in an alternative format upon request.

annual review 2004–05

social care institute for excellence

scie

welcome to scie

The year 2004–05 has been a busy one for SCIE. As we grow as an organisation, our output is increasing; during this period we published 19 new resources, and worked on and provided free access to many more. The increased workload has meant that we have expanded the number of staff we employ and at the end of 2004–05 SCIE employed 48 people. We are proud of our staff, many of whom have experience as social workers, and many of whom use services themselves. All are committed to improving services for service users.

We have seen major changes to the social care infrastructure in England during 2004–05 with the split of adults' and children's services, the launch of the Children Act 2004 and the introduction of a Children's Commissioner. The Department of Health also launched its green paper on adult social care *Independence, well-being and choice: Our vision for the future of social care for adults in England*.

SCIE continues to provide good practice guidance to both adults' and children's services and has acted as a bridge between them, providing guidance that covers the whole family perspective, and the transition from children's to adults' services. Through our cross-organisational and cross-sector work, we have also been working on improving joint working between social care and health.

We continued to build relationships with our partners in England, Wales and Northern Ireland and established new links with many more organisations such as the Care Services Directorate, the Department for Work and Pensions, and CAFCASS. Our Board of Trustees continues to advise and monitor SCIE's work and the trustees' diverse roles and experiences bring much to the organisation.

We continue to listen closely and often to service users and carers. We value their input into our work and our outputs reflect this.

Jane Campbell MBE, Chair
Bill Kilgallon OBE, Chief Executive

about scie

Promoting good practice in social care

The Social Care Institute for Excellence (SCIE) was launched in October 2001 as part of the government's drive to improve social care. We are an independent registered charity, governed by a board of trustees. Our role is to develop and promote knowledge about good practice in social care across England, Wales and Northern Ireland.

What we do

SCIE works with people and organisations throughout the social care sector to identify good practice – that is, practice that helps to create good outcomes for service users and carers.

Using information that we gather from many sources – including research and literature, practice examples, and the views of social care practitioners, managers, service users and carers – we produce free resources which draw out key messages for good practice. We hope that by making information about good practice freely available to all those with a stake in social care, we will be able to contribute to positive practice change.

SCIE's work covers the breath of social care including:

- adults' services
- children and families' services
- e-learning
- knowledge management
- people management
- social work education
- stakeholder participation
- the use of knowledge to support social care.
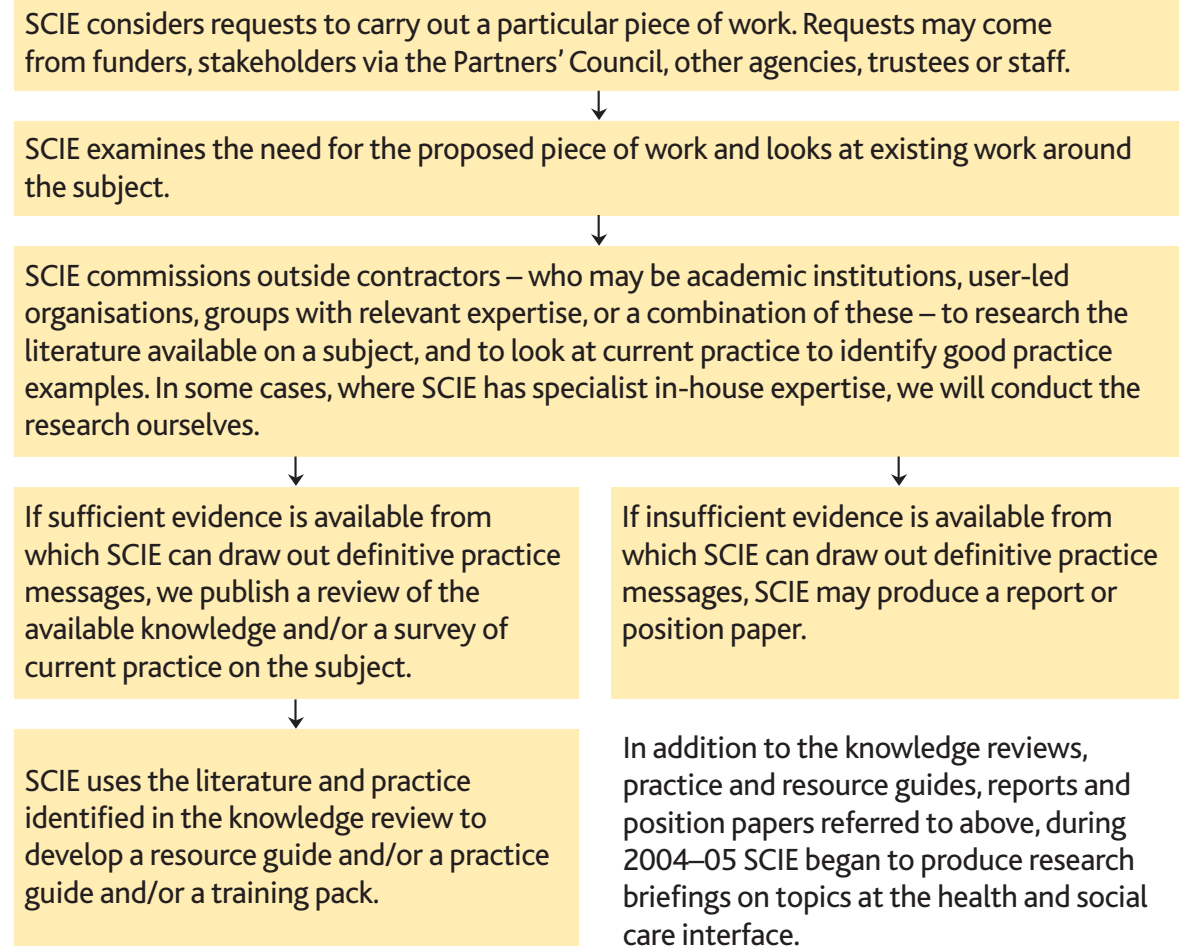
SCIE also owns and manages Social Care Online, the UK's most complete and up-to-date range of free information and research on all aspects of social care.

'SCIE's work is of great value; its commitment to involving service users in a meaningful way is an inspiration and they lead the way in striving to improve social care.'

MAXINE WRIGLEY, A NATIONAL VOICE

PHILIP WOLMUTH

cycle of a scie resource

SCIE considers requests to carry out a particular piece of work. Requests may come from funders, stakeholders via the Partners' Council, other agencies, trustees or staff.

SCIE examines the need for the proposed piece of work and looks at existing work around the subject.

SCIE commissions outside contractors – who may be academic institutions, user-led organisations, groups with relevant expertise, or a combination of these – to research the literature available on a subject, and to look at current practice to identify good practice examples. In some cases, where SCIE has specialist in-house expertise, we will conduct the research ourselves.

If sufficient evidence is available from which SCIE can draw out definitive practice messages, we publish a review of the available knowledge and/or a survey of current practice on the subject.

If insufficient evidence is available from which SCIE can draw out definitive practice messages, SCIE may produce a report or position paper.

SCIE uses the literature and practice identified in the knowledge review to develop a resource guide and/or a practice guide and/or a training pack.

In addition to the knowledge reviews, practice and resource guides, reports and position papers referred to above, during 2004–05 SCIE began to produce research briefings on topics at the health and social care interface.

understanding scie's resources

Knowledge reviews
Knowledge reviews focus on a particular area of social care and pull together knowledge from printed research and literature and from social care practice. They describe what knowledge is available, highlight the evidence that has emerged and draw practice points from the evidence. SCIE uses knowledge reviews as the evidence basis for further SCIE work such as resource guides and practice guides.

Resource guides
A resource guide is based on a preceding knowledge review and is produced when there is some evidence about what works well in practice but where more information is needed before key practice messages can be identified (for example, where a new area of social care is emerging or where an area of social care has not been researched or evaluated). Resource guides provide information about what we know is working well in practice and provide directions to more information.

Practice guides
Practice guides are one-stop-shops for social care practitioners. They are based on a preceding knowledge review and are produced when key messages for good practice are very strong. They are available online and present key findings, practice messages, research summaries, information about relevant legislation and practice examples.

Position papers
Position papers present SCIE's position on a particular policy question, for example what service users and other stakeholders think about the state of adult social care in England. They identify key issues and messages.

Reports
SCIE produces reports from time to time about various social care areas or issues. We sometimes do this in collaboration with other organisations.

Other resources
We also produce other resources, such as training packs, consultation documents and research briefings.

the year in brief

New publications

SCIE published the following resources in 2004–05:

- Practice guide: Fostering
- Resource guide: Teaching and learning communication skills in social work education
- Resource guide: Promoting resilience in fostered children and young people
- The Road Ahead (An online resource for people working with young people with learning disabilities.)
- Knowledge review: Teaching and learning communication skills in social work education
- Knowledge review: Improving the use of research in social care practice
- Leading practice: A development programme for first-line managers

- Learning organisations: A self-assessment resource pack
- Conference report: Living and learning together (A report of a SCIE and General Social Care Council conference on approaches to service user and carer involvement in social work education and training.)
- Consultation document: Creating an e-learning strategy for social care in England
- Report: ESRC research, social work and social care
- Report: Evaluating outcomes in social work education

- Research briefings on:
  - preventing falls in care homes
  - access to primary care services for people with learning disabilities
  - aiding communication with people with dementia
  - transition of young people with physical disabilities or chronic illnesses from children's to adults' services
  - short breaks (respite care) for children with learning disabilities
  - parenting capacity and substance misuse
  - Attention Deficit Hyperactivity Disorder – background, assessment and diagnosis.

Spreading the good news

- SCIE staff attended over 300 conferences, events and seminars at which we presented, chaired sessions, ran workshops and distributed SCIE material. These events included statutory, independent, voluntary, education, research, health, service user and carer events and cross-sector events. Some of the key events attended by SCIE include Community Care Live, NHS Live, political party conferences, the Topss (now Skills for Care) annual conference, and the National Social Services conference.
- SCIE hosted 13 of its own events in 2004–05. These included Parental Mental Health and Child Welfare Network events, consultation events, events on mental health and spirituality, and fostering.
- We distributed nearly 40,000 printed copies of our good practice guidance.
- Almost 74,000 people visited the SCIE website and downloaded more than 310,000 copies of SCIE's resources.

adults' services

We believe that adults' services should prioritise service users' views about quality of life.

In 2004–05 SCIE's work on producing good practice guidance for adults' services started in earnest. We employed a practice development manager working on older people's services, a practice development manager working on services for people with learning disabilities, and a principal adviser on adults' services.

During this time SCIE published its first piece of work on adults' services called *The Road Ahead* – an online resource for people working with young people with learning disabilities who are making the transition from children's to adults' services.

SCIE also conducted extensive consultations with almost 1,000 service users and stakeholders as part of its work on the state of adults' services in England and what people want for the future. The results of the consultations were complemented by two literature surveys reviewing the principles and values of social care, and the trends in service development. The results of this work were published in time to contribute to the government green paper on the future of adult social care in England.

Also during this time SCIE commenced a number of projects on adult services which are due to be published in 2005–06. These projects cover a vast spectrum from direct payments, to involving adults in changing and improving social care, to adult placements and person-centred approaches, and to outcome-focused services for older people.

'The worst problems [with services] are red tape, inflexibility and lack of understanding.'

SERVICE USER

'The Parental Mental Health and Child Welfare Network is a significant and vital piece of collaborative work. It's essential that this work continues.'

ROSE DE PAEZTRON, FAMILY WELFARE ASSOCIATION

children and families' services

We believe that services should fit families, not that families should fit services. We believe that children have a right to be heard and to take part in decision making.

SCIE's work on children and families' services in 2004–05 focused on fostering and on the relationship between adult mental health services and child welfare services for families with a parent with a mental health problem.

We published a practice guide on fostering which covers a large range of topics from contact with birth parents, to the needs of black and minority ethnic children, and to recruiting and training foster carers. The guide was well received and more than 20,000 people have accessed it online since its launch in October 2004. SCIE's Practice Partners' Network has been working with SCIE to see how the guide can be used to strengthen knowledge and improve services for children in the future.

SCIE also published a resource guide on promoting resilience in fostered children and young people during this period.

In July 2004, SCIE launched the enormously popular Parental Mental Health and Child Welfare Network, which has been set up to promote joint working between adult mental health and children's services. We held two events throughout the year where delegates heard from experts in the field and worked together to find ways to improve joint working. The success of the network – more than 570 people had joined by 31 March 2005 – demonstrates the sector's recognition of the need for joint working and its willingness to make it happen.

A number of other projects were progressed during this period including training programmes for parents with a child with a conduct disorder, support for families with a child with complex health care needs, and managing risks and minimising mistakes in services to children and families.

'People should be open to new ways of working and new ideas.'

FOSTERED YOUNG PERSON

e-learning

We believe that e-learning can be used to help develop and empower the 1.4-million-strong social care workforce and to improve services.

E-learning is about learning via the internet, intranet/extranet, DVD, audio or video, satellite TV, and CD-ROM.

During 2004–05, SCIE appointed a principal adviser on e-learning and an e-learning project manager. Our newly appointed e-learning experts used the results of a consultation across the social care sector about e-learning and its potential in social care, to inform the development of SCIE's e-learning strategy. The principal use of the consultation exercise and report will be to inform the new Skills for Care National Workforce Development Strategy for Social Care 2005–2008.

SCIE has also commissioned MORI to conduct a survey of the social care sector to assess its readiness for e-learning, with a report due late in 2005. We have worked with the Higher Education Academy Subject Centre for Social

Policy and Social Work (SWAP) on developing e-learning materials for higher education and are conducting a similar exercise with Skills for Care's Learning Resource Centre Network to establish needs in further education and the workforce. We will commission the development of learning resources based on this work, and repurpose some of SCIE's existing resources.

SCIE also began work on a European project to roll out an advanced e-learning tool for identifying the training and learning needs of care home workers. We have also been working with the NHS Institute for Innovation and Improvement and the Institute of Healthcare Management to develop a healthcare management course.

Our attention has also focused internally on how we can improve the dissemination of SCIE's work through e-solutions.

'We welcome the vision and direction of SCIE's work on e-learning and its emphasis on quality and innovation.'

E-LEARNING CONSULTATION RESPONDENT

knowledge management

We believe that knowledge and information should be provided in a way that is easy to access – to us that means making information available free and at the click of a button.

Knowledge management is about getting the right knowledge to the right people at the right time. It is also about helping people to share and put information into action in ways that improve organisational performance.

In 2004–05 SCIE continued its work of redeveloping the electronic Library for Social Care (eLSC). An immense database of social care information, SCIE took over eLSC from the National Institute for Social Work in 2001 and it was well overdue for some work to update it. The redevelopment of eLSC continued throughout the year in readiness for its re-launch in June 2005 as Social Care Online – the UK's biggest database of social care information.

SCIE's experienced information managers, who are responsible for keeping eLSC up to date with new information, added more than 8,200 new pieces of information during the year, bringing eLSC's total database to nearly 80,000.

SCIE also partnered with Social Care Access to Research Evidence (SCARE) to produce a number of web-based research briefings on topics at the health and social care interface. These included access to primary care services for people with learning disabilities, parenting capacity and substance misuse, and the transition of young people with physical disabilities or chronic illnesses from children's to adults' services.

SCIE also supports a number of other organisations in maintaining and developing their information-based websites, such as the Care Services Development Initiative and the Social Services Research Group.

'Using the fostering practice guide has enabled us to reflect on our existing practice and to learn from others. Practitioners have said they feel professionally more confident.'

people management

We believe that good people management will lead to better performance, improved well-being of staff, and reduced staff turnover. We believe that this will result in improved outcomes for service users.

In 2004–05 SCIE appointed a practice development manager to focus on human resources (or people management) in social care. Since then, SCIE's work on people management within social care, which aims to improve recruitment, job satisfaction and retention as a means to improving services, has progressed in leaps and bounds.

We launched two key resources – *Leading practice: A development programme for first-line managers* and *Learning organisations: A self-assessment resource pack*. These have been extremely successful with more than 5,500 copies distributed. Feedback about the resources from practitioners and service users alike has been very positive, and Skills for Care has been using the resources as part of their continuing professional development work.

SCIE also began work on its People Management website. The website follows the journey an employee takes from recruitment to the end of employment and consists of a number of audits to allow the user to assess their organisation's performance at every stage. It has been designed especially for smaller social care providers to enable them to improve their people management policies and practice.

During 2004–05 SCIE commissioned the Social Care Leadership Development Programme for senior social care managers to be delivered by a consortium of organisations led by the University of Birmingham. The well-established Career Development Programme for Black and Minority Ethnic Managers in Social Services continued to be offered by the Improvement and Development Agency for black and minority ethnic middle managers in social care, health, education and housing. It will be re-launched in 2005–06 as the Social Care Futures Programme.

PHILIP WOLMUTH

social work education

We believe that the social work students of today will shape the future of social care. We are here to help them shape it.

The better social workers are educated, the better services they will deliver. We are helping social work educators by reviewing the knowledge base for teaching and learning in the main curriculum areas of the qualifying degree. Over the last year, we have produced a resource guide on teaching and learning communication skills in social work education and worked on many other core areas including teaching and learning assessment skills, and law. Now that service users and carers are an integral part of social work education, SCIE has produced a resource guide to assist social work programmes in involving them.

Over the last year, one important discovery has been that there is very little research on the outcomes of social work education to guide recommendations. SCIE's response has been to work with the Economic and Social Research Council (ESRC) to recognise social work's need of research funding, and to commission a report on the best ways of evaluating teaching and learning.

During this period SCIE also worked on resources for the teaching of law and of partnership working and we have supplemented our review of the teaching of assessment with a further review of textbooks and frameworks on this topic. We have commissioned a series of workshops for social work educators to help them develop proposals to evaluate teaching and learning, and we have extended our work on user and carer involvement to Northern Ireland.

'SCIE's publications have been well received amongst social workers and research students. SCIE provides a key reference point for all those engaged in social work and social care.'

PROFESSOR MICHAEL PRESTON-SHOOT

stakeholder participation

We believe that service users and carers are experts in the care they receive. It is only through involving them that we can truly produce good practice guidance.

SCIE is committed to ensuring the participation of all its stakeholders in our work, and in 2004–05 we made significant progress in our aim of involving our stakeholders which include service users, carers, practitioners, researchers, service providers, academics, government and other interested parties. We did this through a number of channels, most notably through our Partners' Council, Practice Partners' Network, quality assurance advisory groups and reference groups.

During this period SCIE launched its participation strategy, outlining how we would work with others throughout our work. The strategy promotes the involvement of service users, carers and other stakeholders in our work at every level. SCIE's participation team led on equality and diversity within the organisation and all staff undertook participation and diversity training.

Throughout the year, SCIE worked on a number of projects due for release in 2005–06. These included a project with Shaping Our Lives to create a database of service user networks, guidelines for making information and events accessible, and a series of discussion papers on race equality in social care. SCIE also began a programme of work on paying service users and carers for their involvement in reviewing, planning and developing services and the complications payments incur with the benefits system. Shaping Our Lives wrote a report of people's experiences and SCIE, in partnership with the Commission for Social Care Inspection and the Practice Learning Taskforce, commissioned a telephone helpline to advise service users and carers on receiving payments.

'SCIE is committed to listening to people. Its Partners' Council is very accessible and we talk about the latest issues.'

CAROL LEE, CHAIR OF THE PARTNERS' COUNCIL AND SERVICE USER

PHILIP WOLMUTH

using knowledge to support social care

We believe that the knowledge we use to develop our practice guidance must be trustworthy – that's what makes our guidance so respected.

What counts as knowledge is a key issue for SCIE. The knowledge underpinning our practice guidance must be well-researched, evaluated, relevant and take account of what people want from the services they are using.

SCIE's job is to improve the evidence-base for social care. We aim to make sure there is investment in research, training for researchers, and agreement about national priorities. It also means ensuring that the voice of practitioners and people who use services is heard in national research policy, and making sure that knowledge reaches the people who need it, in a form that they can use. By working with universities and other organisations in the sector, we hope to create a body of research and knowledge on which the sector can confidently base its practice.

During the 2004–05 period we produced a knowledge review on improving the use of research in social care practice. We also began work on developing a methodology for systematically reviewing social care research, practice and other information, and worked on improving the usefulness and currency of social care information.

scie in Northern Ireland

Although we have had Northern Ireland representation on our board of trustees and our Partners' Council since SCIE's early days and have worked closely with officials in the Department of Health, Social Services and Public Safety (DHSSPS) and the Northern Ireland Social Care Council, the signing of a service level agreement with the DHSSPS in Northern Ireland in autumn 2004 cemented our presence there. The service level agreement and the funding which accompanies it, give Northern Ireland a stronger role in developing our work programme and the ability to commission work specifically related to Northern Ireland.

Northern Ireland has a much more integrated health and social care service than England and Wales. The recent social history in Northern Ireland means that many of its issues are unique with subtle and far-reaching effects. Already we are aware of a range of key issues that impact on social care in Northern Ireland. These include the provision and funding of services, challenging existing stigmas, the cost of care, community safety, the divergence of practice compared with other parts of the UK and a range of issues affecting young people. The 'troubles' have also left a legacy that has a clear social care impact.

We value the opportunity to work with colleagues from Northern Ireland in key areas of our current work programme and we are looking forward to working more closely with the social care sector there, learning from its experiences and seeking to jointly establish what is good practice.
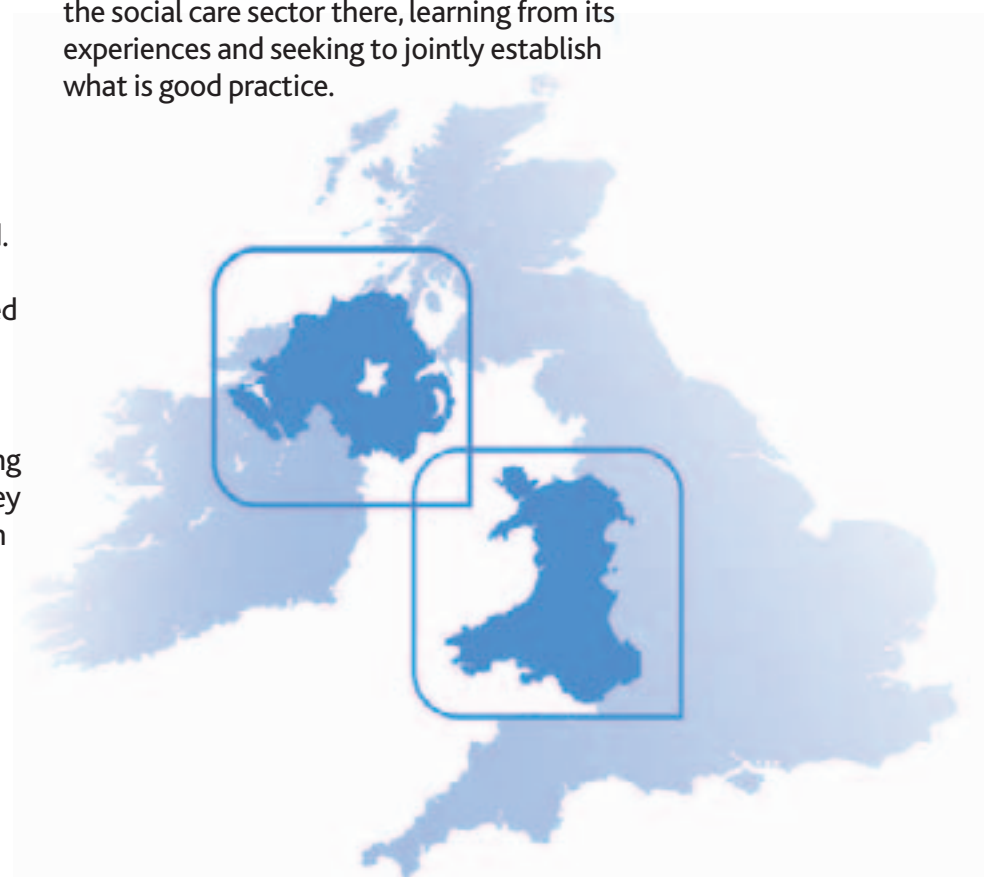
scie in Cymru

SCIE has worked in and with Wales on the basis that knowledge about practice, so long as it is set in context, is transferable. As an organisation we have made considerable progress in incorporating a Welsh perspective into our work so that, for example, all our commissions for knowledge reviews require commissionees to examine the Welsh policy context and seek out Welsh practice examples.

This approach, combined with some specific initiatives to address the social care agenda in Wales, has been successful in building a sound base for taking forward SCIE's work in Wales. Wales is represented in SCIE's governance and formal advisory structures through representation on SCIE's board, representation on SCIE's Partners' Council and through membership of SCIE's quality assurance advisory groups.

Wherever possible, SCIE incorporates a Welsh perspective in its work, and the work we have been doing on managing risk and minimising mistakes in services to children and families is a good example of this. Some of our resources are available in Welsh, and whenever we visit our Welsh colleagues we ensure we have materials available in Welsh. Additionally, a member of SCIE's practice development team has the specific task of working with Wales on the dissemination of SCIE's products.

In 2004–05 SCIE held several meetings and events in Wales, including a major meeting of SCIE's Partners' Council.

balance sheet

for year ending 31 March 2005

Fixed assets

Computers and office equipment		60,100
Current assets		
Debtors	194,510	
Short-term deposits	4,600,000	
Cash at bank and in hand	167,804	
	4,962,314	
Creditors		
Amounts falling due within one year	391,722	
Net current assets		4,570,592
Total net assets		4,630,692
Funds and reserves		
Restricted funds		1,943,746
Unrestricted funds		
General fund		310,650
Tangible fixed assets fund		56,595
Designated funds		2,319,701
		4,630,692

income and expenditure

for year ending 31 March 2005

Income

Contracts, grants and service agreements	7,675,081
Interest	206,410
Miscellaneous income	8,424
	7,889,915
Expenditure	
Delivering SCIE's objectives	4,601,299
Support costs	1,474,577
Management and administration of the charity	396,865
	6,472,741
Surplus for the year	1,417,174
Balance brought forward	3,213,518
	4,630,692
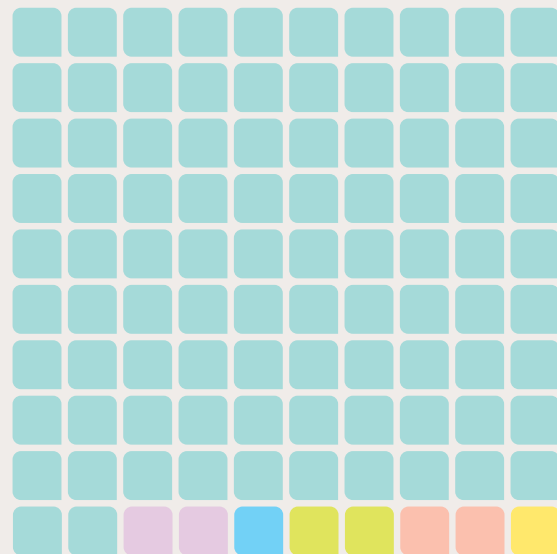
Where did we get our money from?

■	Department of Health	7,283,000	92.3%
■	Welsh Assembly Government	200,000	2.5%
■	The Scottish Executive	50,000	0.6%
■	Department of Health, Social Services and Public Safety (Northern Ireland)	147,519	1.9%
■	Bank interest	206,410	2.6%
■	Other sources	2,986	0.1%
		7,889,915	
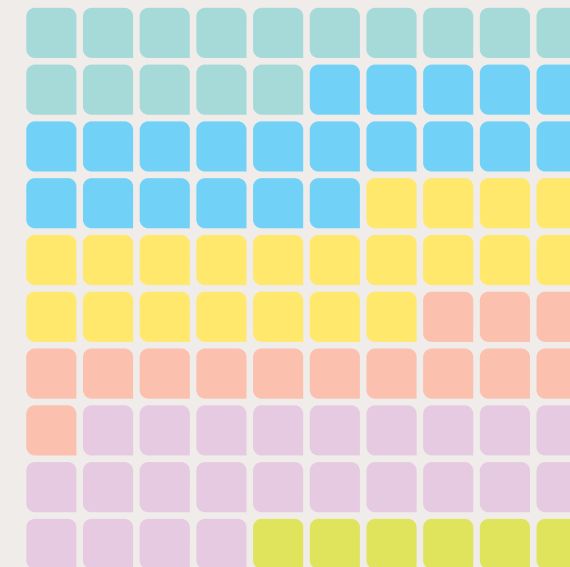
What did we spend our money on?

■	Collating the knowledge base	963,062	14.9%
■	Developing and publishing good practice guidance	1,370,888	21.2%
■	Promoting and disseminating good practice guidance	1,372,752	21.1%
■	Care services development	894,597	13.8%
■	Corporate services and administration	1,474,577	22.8%
■	Corporate management	396,865	6.1%
		6,472,741	

meet the team

At the end of the 2004–05 financial year, SCIE had 48 staff. The people who work at SCIE come from a wide range of backgrounds. Many are former social workers and still practice part-time, and many of our staff are service users or have had experience of using services.

Bill Kilgallon OBE – Chief Executive

Prior to joining SCIE in 2003, Bill's roles have included chief executive of St Anne's Shelter and Housing Action, an organisation he founded in 1971, chair of the Leeds Teaching Hospitals NHS Trust and a member of Leeds City Council. Bill has also led a number of independent enquiries.

Amanda Edwards – Head of Knowledge Services

Amanda has experience in policy, practice and service delivery gained from time in central and local government. Prior to joining SCIE Amanda was principal policy adviser at the Cabinet Office.

Victoria McNeill – Head of Corporate Services

Victoria is a qualified lawyer. She worked in private practice at Clifford Chance and then as in-house counsel within the LVMH – Louis Vuitton Moët Hennessy group. Victoria is a non-executive director of the Norfolk and Waveney Mental Health NHS Trust.

Our Executive Management Team is supported by a committed workforce. SCIE's workforce is split into two teams – the Knowledge Services Team and the Corporate Services Team. The Knowledge Services Team includes the Research and Reviews, Practice Development, Knowledge Management and E-learning teams, and is responsible for producing SCIE's resources.

The Corporate Services Team, which is made up of the Finance, Stakeholder Participation, Human Resources, Communications, IT, Facilities and Administration teams, supports the production of SCIE's resources and is responsible for disseminating SCIE's work and ensuring the smooth running of SCIE.

trustees

SCIE is governed by a board of 13 trustees who guide its work and ensure its independence.

Jane Campbell MBE
Chair of the Board of Trustees, Jane is also a Disability Rights Commissioner and co-founder and Director of the National Centre for Independent Living.

Dr Jon Glasby
Jon is Head of the Health and Social Care Partnership programme at the Health Services Management Centre at Birmingham University. Jon is an author and a qualified social worker.

Ratna Dutt OBE
Ratna is Director of the Race Equality Unity and a qualified social worker. Ratna was awarded her OBE for her contribution to race equality.

Terry Philpot
Terry is a writer and journalist on social policy and was formerly editor of Community Care magazine. He is also a trustee of the Centre for Policy on Ageing and Rainer, and is editorial consultant on YoungMinds magazine.

Gail Tucker
Gail runs her own independent social work consultancy. Formerly UK chair of BASW, Gail is now Co-Chair of BASW's Independents' Forum.

John Fenton
Nominated to the Board by the Department of Health, Social Services and Public Safety in Northern Ireland, John is Principal Social Worker (Children's Services) at the Northern Health and Social Services Board and is chair of a number of groups.
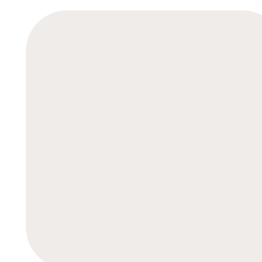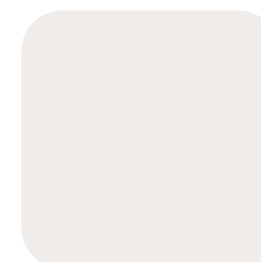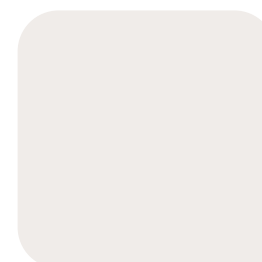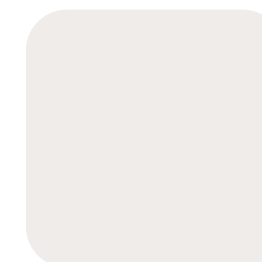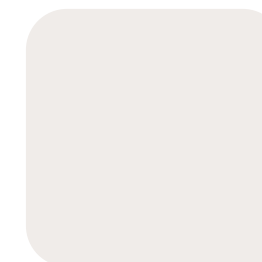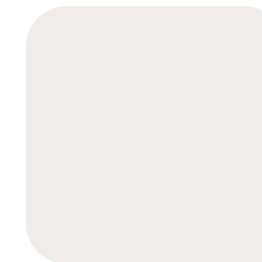
Ziggi Alexander CBE

An Independent Management Consultant, Ziggi has worked with a number of organisations in the health and social care field. She has published books and articles on a range of subjects.

Roy Taylor CBE

Roy is Director of Community Services at the Royal Borough of Kingston upon Thames and a former president of the Association of Directors of Social Services.

Dr Janet Lewis

Janet was, until her retirement, research director at the Joseph Rowntree Foundation. She is a Trustee of the Thomas Pocklington Trust and is on the editorial board of the Journal for Integrated Care.

Shokat Babul

Nominated to the Board by the Welsh Assembly Government, Shokat is Chief Executive of Plasgeller Nursing Homes and is chairman of Care Forum Wales.

Professor Geraldine Macdonald

Geraldine is Business Director for Information and Knowledge Management at the Commission for Social Care Inspection and Visiting Professor at University of Bristol.

Professor Peter Beresford

Peter is Professor of Social Policy and Director of the Centre for Citizen Participation at Brunel University. He is Chair of the national user-controlled organisation, Shaping Our Lives.

Diana McNeish

Diana is Director of Policy and Research at Barnardo's. She is also a qualified social worker with experience in the participation of children and young people in decision making.