



scie
social care institute
for excellence
work plan
2003 – 2004



Social Care Institute for Excellence
Better Knowledge for Better Practice

Contents

Work programme	01
SCIE's products	02
Project work	03
Table 1 Participation	04
Table 2 Effective services for children and families	05
Table 3 Social work education	06
Table 4 Human resource (HR) development	08
Table 5 Effective services for adults	10
Table 6 Development of eLSC	11
Table 7 How knowledge works	12
SCIE's working methods	13
Abbreviations and acronyms	15

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work programme

The work programme outlined in this document supports the objectives laid out in the Social Care Institute for Excellence (SCIE) corporate plan 2003-6.

In the period 2003-4, SCIE will put particular emphasis on

- producing work that is accessible and usable
- targeting dissemination effectively
- analysing the best publication formats
- exploring ways of supporting the implementation of knowledge into practice.

This first section of the plan describes SCIE's products – the tangible outputs from SCIE's projects.

The tabular section outlines SCIE's work on a project-by-project basis.

Finally, there is a brief overview of SCIE's working methods.

SCIE's themes

- **effective services for adults**
- **effective services for children and families**
- **stakeholder participation**
- **human resource development**
- **social work education**
- **understanding how knowledge works in social care**
- **development of the electronic library for social care**

scie's products

SCIE's products

- **practice guides and resource guides**
- **knowledge reviews**
- **the electronic library for social care (eLSC)**
- **position papers**

Practice guides and resource guides

Practice guides make recommendations and establish key points for practice using the best available knowledge. Their purpose is twofold:

- to provide practitioners, managers and trainers with a framework to think about their own practice
- to provide service users, carers and supporters with information about good practice.

Practice guides cover individual and team practice, and organisational arrangements. The guides bring together research messages, case studies, key texts and links to other documents so that users can probe the knowledge to the level they require. Case studies are particularly important in helping users plan how to turn recommendations into practice.

The guides clearly show how recommendations for practice are founded in the best available knowledge, and demonstrate the strength of the evidence that supports these recommendations.

Resource guides are built on the same principles and point people to knowledge and information about particular areas of practice.

Knowledge reviews

Most of SCIE's knowledge reviews are commissioned from partner organisations. SCIE will publish findings from the reviews and additionally either publish, or encourage authors to publish, the full report.

The reviews take a systematic approach to the gathering, analysis and appraisal of knowledge on a particular topic. They describe the material available, the evidence that emerges and the findings drawn from the evidence.

Electronic library for social care (eLSC)

SCIE's primary web-based resource is eLSC, which is being developed as the definitive gateway to knowledge in social care for and about all user groups. SCIE is working on how to improve the design and accessibility of the content within eLSC. It also has the capacity to develop web-based or other electronic learning resources.

Position papers

Position papers are a fairly swift analysis, drawing on available knowledge, of a particular policy question.

project work

The following theme-based tables show:

- current projects for the year
- projects carried forward
- commissioned work
- key dates
- timescales
- products

(Please also refer to the list of abbreviations and acronyms at the back of this document)

In particular, it should be noted that SCIE:

- is building on the knowledge reviews undertaken in 2003 for its work on participation, which will form the basis for practice guides, and is proposing two new posts to support this approach to participation
- is proposing a significant programme of work to support human resource management in social care – a considerable extension to current work, and one that will require some additional staffing
- will have in post a joint SCIE/National Institute for Mental Health fellow to take forward SCIE's work in mental health, and will also be taking on additional staff to develop the work in learning disability.

1. Participation

Project	Method	Keydates	Product
1.1 Participation strategy To ensure input from all SCIE's stakeholders into planning and development	Develop and implement best practice in SCIE Establish and service a Partners' Council and quality assurance (QA) advisory groups Coordinate project reference groups	First Partners' Council meeting, early 2004 QA advisory groups set up by December 2003	
1.2 Mapping user network and research capacity In partnership, create a database of user networks	Commissions and partnership with SOLNUN Construct and agree on use of database Conduct user research survey	Reports July 2003 By September 2003	User network database
1.3 Practice guides <input type="checkbox"/> participation of service users <input type="checkbox"/> people with disabilities (including learning disabilities) <input type="checkbox"/> children (with the possibility of specific work on children's participation in policy-making)	Knowledge reviews completed In-house synthesis of findings Develop practice guides First stage of dissemination and support for implementation	July 2003 By September 2003 August 2003-February 2004 January-March 2004	Practice guides
1.4 Knowledge reviews <input type="checkbox"/> participation of parents <input type="checkbox"/> carers <input type="checkbox"/> marginalised and excluded groups	Commission	September 2003-April/May 2004	Knowledge reviews
1.5 Advocacy services Defining models and assessing quality	Consult with all stakeholders to identify key questions and specific user-group issues	December 2003-March 2004	
1.6 Access to Services (Wales) Practice survey	Commission	September 2003-March 2004	

2. Effective services for children and families

Project	Method	Keydates	Product
2.1 Principles of effective practice in fostering	Case studies of innovative fostering schemes	Report March 2003	Practice review
2.2 Conceptualising and effecting good outcomes in fostering		Report April 2003	Knowledge review
2.3 Envisioning child-focused foster service systems and practice	In-house synthesis	August 2003	Position paper
2.4 Fostering – moving from research to practice change	Publish findings from 2002/3 work on fostering in one 'easy read' document (July 2003). Followed by conference and dissemination through established networks	May 2003-March 2004	'Easyread' summary
	Identify range and appropriate methods	May-July 2003	Practice guide
	Produce and implement plan to support practice change	August 2003-March 2004	
	Work with All Wales Support Unit to create a fostering network for Wales		
2.5 Parenting programmes To appraise the effectiveness of parent training programmes in the treatment of diagnosed conduct disorder in children	Collaboration with National Institute for Clinical Excellence (NICE)	September 2003-October 2004	Guidance on use of parenting programme
2.6 Learning in child protection	Explore feasibility of using methods developed in other sectors for learning from mistakes and from everyday decision-making	June-August 2003	Knowledge review
	Commission review	September 2003-March /May 2004	

2. Effective services for children and families continued

Project	Method	Keydates	Product
2.7 Collaborative practice between adults and children's services	Dissemination of second interface report	April 2003	
	Inauguration of practice and management network across health and social care agencies	April 2003	Conference/sessions
	Implementation conference: protocols for collaborative practice (Joseph Rowntree Foundation, Research in Practice, SCIE)	June 2003	Conference

3. Social work education

Project	Method	Keydates	Product	
3.1 Knowledge reviews on teaching and learning in the new social work degree				
	<input type="checkbox"/> assessment and communication	Commission review	Report April 2003	Knowledge reviews
		Commission search, work with editorial group	Report August 2003	Publication of reports and key findings
	<input type="checkbox"/> partnership working, human growth and development, law and inter-professional education	Scoping for all four subjects	April-June 2003	
		First-stage reviews		Knowledge reviews; publication of reports and findings
	Law-commission	September 2003-February 2004		
	Partnership working – commission	January-August 2004		

3. Social work education continued

Project	Method	Keydates	Product
<p>3.2 Practice/resource guides on teaching and learning in the new social work degree:</p> <p><input type="checkbox"/> assessment</p> <p><input type="checkbox"/> user involvement</p> <p><input type="checkbox"/> communication</p> <p><input type="checkbox"/> law</p>	<p>Develop guide</p> <p>Guide completed</p> <p>Guide completed</p>	<p>July 2003-February 2004</p> <p>April 2003</p> <p>October 2003</p> <p>January-June 2004</p>	<p>Three electronic guides, print version to be developed</p> <p>Resource guide, electronic and print versions</p>
<p>3.3 Dissemination of knowledge reviews and practice/resource guides on teaching and learning for the new social work degree</p>	<p>Work with JUCSWEC, SWAP/LTSN, GSCC</p> <p>Workshops and/or joint conferences</p> <p>Web-based support</p> <p>Combine with dissemination of other SCIE work: position paper on practice teaching, update research library and critical-thinking modules</p> <p>Test guides</p>	<p>April 2003-March 2004</p> <p>October 2003-March 2004</p>	

4. Human resource (HR) development

Project	Method	Keydates	Product
<p>4.1 Evidence-based policy and practice in learning organisations</p> <p>Dissemination and testing of resource guide</p>	<p>Use SCIE dissemination networks and develop human resources development network</p> <p>Test the guide with partners in the field</p>	<p>September 2003-March 2004</p>	
<p>4.2 Human resources in the independent sector</p>	<p>Commissioned research review</p> <p>Commissioned practice survey</p>	<p>Scope January-March 2004</p> <p>Commission April 2004 Report January 2005</p>	<p>Knowledge review</p>
<p>4.3 Practice guide(s)</p>	<p>A guide to HR in social care, with staged sub-projects (e.g. on general principles, high-commitment management, violence and abuse, staff turnover, staff retention)</p>	<p>Section 1: July 2003-February 2004</p> <p>Section 2: March-October 2004</p>	<p>Practice guide(s)</p>
<p>4.4 HR implementation network</p> <p>Project to support human resource management grant in England, and human resource planning guidance, planning for caring, in Wales</p>	<p>SCIE to establish and coordinate a major national network of human resources managers (e.g. training officers), with regional or sector-based champions/portfolio holders, working to a SCIE/Topss agenda</p> <p>Create and test an audit tool (e.g. adapt NHS 'Improving Working Lives' material, draw on violence and abuse work, ADSS guide and TOPSS material)</p> <p>Briefings for senior managers and politicians</p>	<p>July 2003 (part of a three-year programme to run to March 2006)</p> <p>July-December 2003</p> <p>July 2003- March 2004</p>	<p>Audit tool</p> <p>Four briefings</p>

4. Human resource (HR) development continued

Project	Method	Keydates	Product
4.5 Dedicated HR website	To carry the messages about this work To act as resource for the network	July 2003-March 2004	Human resources website (and knowledge pool)
4.6 Leadership development	Top Managers' Programme Development: recommendations and establishing SCIE's role in development and commissioning	Planning and transition: April-December 2003 New programme from January 2004	
4.7 Research literacy and critical thinking modules To promote understanding and use of research in practice	Commission to update current modules on eLSC library Consultation and revision	Draft module on eLSC April 2003 May-September 2003	
4.8 First line-manager programme Development of skills and management of practice	Test and disseminate guide	March-September 2003	Resource guide

5. Effective services for adults

Project	Method	Keydates	Product
5.1 Learning disabilities Electronic access for people with learning difficulties	Commission review of knowledge requirements, and develop presentation style. Focus on transition from children's to adults' services	May-September 2003 January-April 2004	Knowledge audit – review New learning disability area of the eLSC
5.2 Learning disabilities Models of person-centred planning	Commission knowledge review and practice survey Develop practice guide	May 2003-February 2004 December 2003-June 2004	Knowledge review findings Practice guide
5.3 Learning disabilities Community-based day activities	Commissioned knowledge review and practice survey Develop practice guide	September 2003-June 2004 April-November 2004	Knowledge review and findings Practice guide
5.4 Older people Developing outcome-based services (building on the DH Outcomes for Social Care for Adults (OSCA))	Knowledge review to update and extend knowledge currently available General practice guide to provide a framework for outcomes-based services Practice guide and specific application to home care	Scope September-October 2003 Review November 2003-April 2004 February-September 2004 September 2004-March 2005	
5.5 Direct payments Learning from implementation	Practice review with NCIL to capture emerging good practice and draw lessons from implementation	Scope October 2003-December 2003 Review January 2004 Initial findings April 2004	
5.6 Mental health Development of social perspective	Scope work necessary for practice guide	September 2003 March 2004	Progress report or article

6. Development of eLSC

Project	Method	Keydates	Product
6.1 eLSC Phase 1 Exploratory work	Review and assessment of current infrastructure	Completed March 2003	
6.2 eLSC phase 2 Redevelopment of user interface and enhancement of functionality	Commission	Commence research and specs writing March 2003 Commission consultants May 2003 Completion April 2004	Single search engine Tailored alerting service and Redesigned interface
6.3 eLSC phase 3 Content development, collation and accessibility for all user-groups Development of a definitive social care taxonomy/thesaurus	User and advisory groups and consultation/surveys. Identification of other resources Commission research findings Commission	Commence research March 2003 Allocate sub-projects March 2003 September 2003 onwards Commission September 2003 Completion April 2004	Policy and procedure for adding resources Enhanced content Definitive social care taxonomy applied to all eLSC content
6.4 eLSC phase 4 Coordination of implementation and roll-out Develop publicity and promotion Development of rolling user education and training programme	Communication and supervision via project leads meetings	Ongoing March 2003 onwards Major implementation coordinated for May 2004 May-December 2004 June 2004 onwards	 Programme of publicity and promotion Full annual rolling programme of outreach/field education and training programme
6.5 eLSC Phase 5 Work with the NeLH to develop joint information resource for learning disability, long-term care and disability		April 2004 onwards	Joint information resource

7. How knowledge works

Project	Method	Keydates	Product
7.1 Research utilisation in the social care workforce	<p>Reviewing research</p> <p>Test models</p>	<p>Reports October 2003</p> <p>Quality assurance October-December 2003</p> <p>Publication January 2004</p> <p>January 2004- March 2005</p>	Research review
7.2 Systematic reviews in social care	Developing a methodology, publication and consultation	April-March 2004	
7.3 Types and quality of knowledge dissemination and dialogue about review findings	<p>Seminar and workshops</p> <p>Consultation on SCIE's approach</p>	By end of March 2004	
7.4 Practice guides	<p>Consult on methodology, format and presentation</p> <p>Collect baseline information to assess market profile</p> <p>Design evaluation</p>	<p>By end March 2005</p> <p>By March 2004</p>	
7.5 Dissemination and support for implementation	<p>Rolling programme to set up and sustain networks</p> <p>Network to produce tracking data to support implementation process</p> <p>Experiment with new methods, drawing on experience in other sectors</p> <p>Build web-based support</p> <p>Disseminate work on learning organisations (see 4.1)</p>	<p>April 2003 NATOPPS dissemination begins</p> <p>September 2003 second network to be established</p>	

scie's working methods

The involvement of service users, their carers and supporters, and the end user of the product (social workers, social care workers, managers) is intrinsic to SCIE's product development.

The following example of the development of a practice guide describes typical stages of work and working methods:

Stage 1: Agreeing the scope of the guide

- Define the areas that the guide is to address and the service and practice questions to be answered. Agreeing the scope of the guide is a collaborative task, drawing on the expertise within SCIE, as well as other stakeholders in the field of the project and SCIE's sponsors.

- Identifying the literature available, whether there is a need to investigate other sources of knowledge, and the nature of the final SCIE product or activity, including any implications for design and dissemination.

- Form a reference group to advise on the development of the guide through all its stages.

Stage 2: Find out what is already known

- This will always include a review of the literature, covering the sources of knowledge for social care – research, user, practitioner and manager, reviews and inspection. SCIE also works with user groups and seeks out practice knowledge. A practice review may be included to capture good practice that is not written down.

- Involve key stakeholders and other experts in the field.

It is the synthesis of findings from this range of sources that forms the basis for the

development of the practice guide. Synthesis requires judgement about the strength and quality of the evidence and knowledge in order to identify those findings that will have implications for practice. SCIE's guides substantiate the findings and recommendations for practice.

Stage 3: Develop the guide

- Establish and tease out the implications of the knowledge gathered for practice, working closely with researchers, users, practitioners and managers.

- Plan the content and format of the guide (print and electronic versions).

- Plan dissemination, publicity and support for implementation.

- Develop the text.

Stage 4: Implementation into practice

- Use an active dissemination strategy to promote the guide, making use of workshops/conferences, web-based and other electronic resources and publicity.

- Support implementation through the use of networks, electronic communities of practice and in collaboration with other organisations working to improve the quality of social care.

- Field-test the guide.

- Evaluate the guide. Revise according to testing and evaluation.

Project-based approach

SCIE has adopted a project-based approach, with individual projects contributing to an overall theme and/or development of a practice guide. Each project follows the following stages of development:

- Scoping: development and agreement of the project brief, and establishment of reference group
 - Implementation of brief: this may include a commission, contracts with consultants, in-house work
 - Completion: publication and dissemination plans, agreement of content, next steps.
- SCIE works with user groups and other key stakeholders at all stages of the project.

Maintaining and developing SCIE's products

A number of SCIE's projects and resources, by their nature, require continual maintenance:

- CareData has to be regularly updated. This requires the selection of materials, the writing of the abstract and entry on CareData. In addition, the knowledge management team have responsibility for SCIE's intranet and information management within SCIE
- the Social Services Research Group website, which will provide a forum for discussion and raises the profile of research in social care
- work with the All Wales Support Unit to create links to their website and promote dissemination of knowledge in social care
- the Social Services Inspectorate good practice database, which provides a database of good-practice examples – initially intended for internal use, but later to be accessed via the web.

SCIE will continue to access international work on evidence-based policy and practice through exchanges and joint work. In addition, it will develop an in-house capacity for non-English-language scoping, building on its capacity to survey the literature available.

eLSC

The development of eLSC will be a major priority for 2003/2004. In line with SCIE's commitment to take forward work in the field of learning disability, this will be one priority for content development. The other will be children; responding to the need to increase access to knowledge about good practice that was identified in the Laming Report.





abbreviations and acronyms

ADSS Association of Directors of Social Services
www.adss.org.uk

BASW British Association of Social Workers
www.basw.co.uk

Campbell Collaboration Promoting access to systematic reviews of studies on the effects of social and educational policies and practices
www.campbellcollaboration.org

Cochrane Collaboration Promotes access to systematic review of studies on the effects of health care interventions
www.cochrane.org

CSCI Commission for Social Care Inspection
www.doh.gov.uk/csci

DH Department of Health
www.doh.gov.uk

eLSC electronic library for social care
www.elsc.org.uk

GSCC General Social Care Council
www.gsc.org.uk

JRF Joseph Rowntree Foundation
www.jrf.org.uk

JUCSWEC Joint University Council – Social Work Education Committee
www.swap.ac.uk/Quality/SWreform/jucswec1.asp

LTSN Learning and Teaching Support Network
www.ltsn.ac.uk

NATOPSS National Association of Training Officers in the Personal Social Services
www.natopss.info

NCIL National Centre for Independent Living
www.ncil.org.uk

NCSC National Care Standards Commission
www.carestandards.org.uk

NeLH National Electronic Library for Health
a digital library for NHS staff, patients and the public
www.nelh.nhs.uk

NICE National Institute for Clinical Excellence
www.nice.org.uk

NIMHE National Institute for Mental Health in England
www.nimhe.org.uk

OSCA Outcomes of Social Care for Adults

RiP Research in Practice initiative to improve the knowledge base for children and family services
www.rip.org.uk

SCA Social Care Association
www.socialcareassoc.com

SOLNUN Shaping Our Lives: National User Network
www.shapingourlives.org.uk

SSRG Social Services Research Group
www.ssrp.org.uk

SWAP Social Work and Policy centre of LTSN
www.swap.ac.uk

Topss the body responsible for the overall coherence of training and education in the social care sector
www.topss.org.uk

For further details on SCIE's overall corporate objectives and organisational structure, please see our Corporate Plan 2003-6.





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