



social care
institute for excellence

Working towards better social care

Annual report and financial statements 2019/20

31 March 2020

Company Limited by Guarantee

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Chair's report



This has been an enormously challenging year for social care. As I write this, COVID-19 continues to impact severely on those who use and work in social care services.

As a leading evidence-based improvement agency operating in social care, our primary focus over the last six months has been to support national and local social care organisations plan and respond to the pandemic to protect as many people as possible from its worst effects. We have done this, we hope successfully, by producing high-quality guidance, providing direct support and advice to the sector, online training and wide-ranging engagement with the sector.

Looking back to 2019/20 – the year covered by this annual report – I am pleased to report that SCIE had another eventful and impactful year. Despite there being enormous political uncertainty in the lead up to the General Election and Brexit, we worked with more clients than ever before, including over 3,000 local authorities, charities, care providers, NHS trusts, and community-based organisations. Through an extensive programme of writing for publications, events, public speaking, policy papers, webinars, blogs and social media, we have continued to grow the number of people who we interact with, and our national profile.

In our annual programme of work for the Department of Health and Social Care, we were pleased to be able to produce a wide range of evidence-based guidance, support tools and e-learning. Highlights included a new guide to support commissioners to commission short breaks, a toolkit to support good social work recording, and resources on strengths-based practice. More people now visit our website than ever before – we had 4.5 million visitors last year.

Co-production remains a guiding principle for SCIE and I was pleased to be able to contribute to our Annual Co-production Week in July 2019. It continues to garner more national and local support, and interact with more and more people who have an interest in co-production. This year the focus was on power, and during the course of the week, we explored how we rebalance the power relationships between organisations and people who use services and carers. We were delighted to hear from Lemn Sissay MBE, the broadcaster, who spoke eloquently at our main festival event about the importance of giving people a voice over how they receive services and care. The pandemic meant that the 2020 Co-production Week had a different vibe but the programme of virtual events was well received.

Also, I am also pleased to see, that we are helping a growing number of organisations, like Oxfordshire County Council, the NHS Leadership Academy and NHS England, to develop and embed co-production.

I would like to thank my fellow Trustees, who as ever, have shown enormous dedication and willingness to support SCIE's activities internally and externally.

This year we have seen our long-serving Chief Executive Tony Hunter retire, and I would like to take this opportunity to thank him for all of his contributions to SCIE and to social work. I would also like to welcome our new Chief Executive, Kathryn Smith, who arrives from Alzheimer's Society and brings with her over 30 years of experience in social care.

Working closely with the Board, Kathryn and the senior managers have developed an exciting and ambitious plan for the year ahead. In 2020/21 we intend to increase our impact, reach and, based on the best available evidence and insights, help organisations and individuals transform care so that people experience better outcomes. With the winter approaching, we will also step up further our contributions to ensuring that the sector is able to respond to the threat posed by COVID-19 and comes out the other side stronger than before.

The year ahead will pose many challenges to SCIE, and to our sector. But I am confident that our new Chief Executive and her excellent team, supported by the Board of Trustees, will deliver another successful year.



Paul Burstow, Chair
22 October 2020

Chief Executive's report

This has been a strange year to start my role as Chief Executive of SCIE. Since I started in May 2020, arriving from Alzheimer's Society where I was Chief Operating Officer, I have yet to be face to face with my colleagues!



Even though my interactions with colleagues has been through Zoom and MS Teams, I have felt warmly welcomed. My Chair, Paul Burstow, and the Board of Trustees, have been hugely supportive and helpful, and I would like to take this opportunity to thank them for making me feel so at home during what has been a testing period for everyone.

I knew this before I arrived, but it has since been confirmed, that SCIE has a really strong reputation nationally. Since I arrived, we have been at the forefront of influencing the national policy agenda, particularly in relation to COVID-19, running a roundtable with the Minister of State Helen Whately MP in July, and publishing a report on how we see the future of social care once we get through the worst of the crisis, which has been widely referred to in the media. I am also pleased that the DHSC has commissioned us to produce a range of guidance and tools to support the sector, including a national COVID-19 Care Home Hub, which was referenced in Prime Minister's report *Our Plan to Rebuild*.

It is also clear that this is a very tough time for social care. The sector suffers from inadequate levels of funding, a poorly paid and under-valued workforce and a fast-growing demand it struggles to meet. COVID-19 has served to amplify these weaknesses.

At the same time, the sector has the potential to:

- create and grow innovative services and maximise the use of technology
- build a skilled and capable workforce
- design care that builds on the skills and assets within communities
- create safe adults and children's services
- co-produce services and empower people who receive care and support.

I am hugely excited by the potential of SCIE to contribute positively to these agendas.

In the coming year SCIE will:

- remain at the forefront of efforts to influence social care policy
- support the adoption of evidence-based and innovative models of care
- support organisations and individuals to implement evidence-based practice.

As you can read from this report, last year, despite the enormous political uncertainty, was a good year for SCIE. Whilst I wasn't at SCIE at the time, I plan to build on these successes. You can see our priorities for the year 2020-21 on pages 24 and 25.

A handwritten signature in black ink, appearing to read 'Kathryn Smith'.

Kathryn Smith, CEO
22 October 2020

Our purpose

Vision



A society where care and support maximises people's choices, removes social inequality, and enables people to live fulfilling, safe and healthy lives.

Mission



To research, evidence, share and support the implementation of best practice. We use this evidence and experience to shape policy and outcomes, and to raise awareness of the importance of social care and social work for creating a fair and equal society. Everything we do is informed by people with experience of care and support.

How SCIE works

As set out in the memorandum and articles of association, SCIE's object is the 'relief of need arising from youth, illness, disability, old age or poverty, by the review, provision and dissemination of knowledge of, and guidelines for, good practice, and other information, to persons who use, work in or are otherwise involved in social care'.

To fulfil its charitable object, SCIE conducts its work under three core functions:

- Building a knowledge base about what works in social care
- Translating the findings into resources to support improved practice and the quality of service delivery
- Disseminating good practice across the social care sector.

These activities are reflected in SCIE's achievements, developments and future plans, which are organised by strategic priorities as explained on the following pages.

As a registered charity and a company limited by guarantee, SCIE is governed by a Board of Trustees, which is chaired by the Rt Hon Paul Burstow.

For more information about our Trustees and how the charity operates, please refer to the Constitution and governance section on page 28.

What we do

We deliver our aims through these key activities:

Department for Health and Social Care annual commission

The Department for Health and Social Care (DHSC) commissions SCIE annually to produce and disseminate a range of evidence-based and co-produced resources, tools, e-learning and direct improvement support to local authorities and providers to improve adult social care and provide person-centred care. The commission also supports SCIE to continue to host, maintain and promote Social Care Online, the UK's largest database of information and research on all aspects of social care and social work, with its simple and advance search functionality, and saved search and email alerts features.



Local government transformation

SCIE helps local authorities transform care and support in collaboration with citizens to deliver greater impact. We do this by:

- working with leaders and practitioners to develop strengths-based practice which delivers impact
- using data to drive better decisions and prevent demand escalating
- developing system-wide outcome-focused commissioning
- helping organisations recover financially from COVID-19
- optimising the use of technology to drive better care.

Safeguarding

Safeguarding is about protecting a person's rights to live in safety and free from abuse and neglect. SCIE has a national reputation for its expertise in both children's and adults safeguarding, and advises many national charities, government departments, faith organisations and local safeguarding boards and care providers. In 2019/20 SCIE, produced a range of resources, videos and tools and provided consulting and training to local authorities, health and care providers, safeguarding boards, churches and faith groups to safeguard those at risk.

Person-centred care

Person-centred care is about focusing care on the needs of the person rather than the needs of the service. SCIE uses its position as a leading social care improvement agency to promote, advocate, disseminate resources to support, and train frontline care sector staff on the importance of, and practical approaches to, providing person-centred care.



Co-production

Co-production is at the heart of everything SCIE does. SCIE has a co-production steering group and network which informs our strategy and work plans, and contributes to our commercial work. We provide co-production training, consultancy and peer research. We also organise an annual co-production week.

Children's social care

We work extensively across children's social care, undertaking support for case reviews, providing training and consultancy and producing resources for local authorities, social workers, safeguarding boards and children's services. SCIE was also part of the consortium which set up What Works for Children's Social Care.

Integrated health and social care

In 2019/20, SCIE worked with national organisations like DHSC, NHS England, Local Government Association and NHS Confederation with the aim of supporting evidence-based, place-based planning, commissioning and delivery of integrated care. SCIE works with local place-based health and care systems, including integrated care systems, to create an operational framework for integrated care, develop evidence-based improvement resources and help develop local co-production to support integration.

Research, information and evaluation

SCIE is committed to influencing through high-quality research, information and evaluations, evidence-based practice and policy. SCIE can provide evidence and insight to inform your decision-making, and has worked with national organisations such as the Department for Education and Ofsted, and major charities and local authorities, to improve practice through research.

Northern Ireland

SCIE delivers an annual commission to the Department of Health in Northern Ireland of research and consultancy to support social care improvement. This work includes hosting and updating a social care improvement digital hub and conducting safeguarding reviews.

Social Care Wales

SCIE provides high-quality, evidence- and research-based knowledge about what works to Social Care Wales. This includes information and evidence from our resource, Social Care Online that is accessible from the Social Care Wales website and tailored to the needs of Welsh users.



Think Local Act Personal

The Think Local Act Personal partnership brings together over 50 organisations to convene and harness the expertise, experience and influence of the social care sector to explore and adopt new approaches to high-quality, person and community-centred models of support. It informs and influences national and local policy. Co-production is central to its ethos, modelling it in practice with the National Co-production Advisory Group (NCAG), bringing together people with lived experience, providers and commissioners.

TLAP added an international dimension to its work – joining the International Initiative for Disability Leadership, and meeting delegations from South Korea and the Australian Royal Commission.

SCIE's year in numbers

Web and communications



5,085,000

Views of SCIE posts on social media

100,000

Subscribers to SCIELine

4,300,000

Visitors to the SCIE website

20,000

Webinar registrations

Training and learning



13,000

e-Learning delegates

98

Percent positive feedback on training

12,000

Training delegates

26

TLAP event presentations

Our impact

2019/20 was a successful year for SCIE. Despite the continued political uncertainty surrounding Brexit and financial austerity in social care, we were able to continue to increase our influence, voice, reach and impact on improvement and outcomes for people who use services.

The main areas of impact were:

Influencing policy and practice in social care

SCIE has an ambition to become the leading voice for evidence-based policymaking in social care. In 2019, through a broad range of activities including research, policy papers, webinars, events and articles, SCIE continues to increase its influence over policy, national guidance and ideas for innovation and improvement. Experts in applied research, and co-production with the sector, we pride ourselves on producing practical actionable insights which lead to real organisational improvement and better practice.

SCIE is a vibrant hub of insights and opinion on social care, publishing over 50 blogs in 2019/20 on a broad range of topics.



Key highlights

- In 2019 4.3 million people visited SCIE's website, a two per cent increase on the previous year.
- We increased the readership of SCIELine, our regular e-bulletin, which brings news, new resources, best practice, initiatives, and engagement opportunities to stakeholders from across the sector. Over 100,000 people subscribe to receive SCIELine.
- We increased our reach via social media, including Twitter where nearly 40,000 people now follow SCIE - our posts having being seen nearly five million times.

SCIE at NCASC 2019

SCIE was in Bournemouth in November 2019 for the National Children and Adult Services Conference (NCASC). We jointly ran five sessions with organisations such as Think Local Act Personal and Social Care Future. The sessions looked at the future of social care, innovation, strengths-based approaches and carers' breaks. We are passionate about co-production at SCIE and so many of the speakers gave deeply personal accounts of their lived experience and we supported them to be present at NCASC. We also had guest speakers from councils such as Bradford, Camden and Nottinghamshire. And we held a joint reception for directors of adult services. Crucially they were held to account by members of the National Co-production Advisory Group, asking them the hard questions about how social care can survive against a backdrop of increasing demand and dwindling resources.

- We launched the paper **From place-based to place-led**, a publication for the NHS Confederation which makes a case for a place-based approach to leading and planning integrated care.
- In 2019, SCIE published **Scaling up community-based models of care in Northern Ireland**, a briefing which described five promising models of person-centred care and support in Northern Ireland that we believe have the potential to grow.
- We have promoted **new thinking and policy insight through over 40 articles** for leading journals and publications across the sector, including the Health Service Journal, Local Government Chronicle, British Medical Journal, Municipal Journal, DHSC social care blogs, NHS Providers and NHS England Blogs.
- We published a new position paper for **NHS Leadership Academy arguing for place-based approaches to leadership development**, which we launched at NHS Expo.
- We ran a series of **webinars jointly with NHS England** exploring issues around systems-wide collaborative working in health and care systems
- We developed with our partners BASW, for Health Education England, a **new national digital practice framework** and resources for social workers, employers and educators
- We published a new position paper **Leadership in strengths-based social care** which provides practical advice about leading strengths-based approaches and practice that support adults with social care needs.
- SCIE's **Integration logic model** is included as a framework for organising activities and reporting in the **Better Care Fund Policy and planning requirements in 2019**.

SCIE's webinars 2019/2020

In 2019/20 there were almost 20,000 registrations and 8,000 delegates who tuned into one of our webinars. We covered subjects as diverse as co-production, innovation, changes to the Mental Capacity Act, trusted relationships in integrated care systems and positive lives for autistic adults. We've had fantastic feedback from delegates. They say they appreciate the way that webinars impart knowledge to health, social care and beyond using a chatty and informal forum.

Producing and sharing research and evidence to improve practice and outcomes



SCIE is a leading producer of rigorous evidence, research and information with the intention of supporting improved policy and practice. In 2019/2020, we undertook literature and rapid evidence reviews, in-depth qualitative research to explore pertinent issues in social care, programme and policy evaluations and case study research, with a particular focus on co-production and peer research with people who use services and carers.

Key highlights

- The Think Local Act Personal partnership worked with key organisations, such as the LGA, Care Quality Commission (CQC) and Quality Matters, promoting our flagship approach, Making it Real. We increased our digital offer, launching webinars and podcasts to supplement our face-to-face events. We hosted 42 blogs on the TLAP website and presented at 26 third-party events, including a plenary session at the annual NCASC conference. NCAG worked independently with six local councils creating bespoke workshops on co-production and Making it Real.
- SCIE developed, published and promoted a series of Quick Guides for National Institute for Health and Care Excellence (NICE) on key topics including strengths-based practice, older people's mental health, adults with learning disabilities and reducing the risks of violent behaviours.
- We collaborated with NHS England to launch a new guide [Evaluating personalised care](#) to help practitioners measure and evaluate the impact of personalised care programmes, initiatives or new ways of working.
- We developed a new guide for the DHSC to support social workers and other social care staff to improve recording skills, including how you write down what you have seen and done, your analysis of that, and what you plan to do as a result.
- Through a series of workshops, interviews and surveys, SCIE supported Social Care Wales and partners to understand the sector's use of, access to and perception of evidence in social care.
- SCIE and the LGA launched Achieving Integration: 15 best practice actions, which draws on evidence from international research, emerging best practices and engagement with our own stakeholders and partners.
- As part of research led by SQW, SCIE led a co-production panel and undertook interviews with people receiving care for the final year of the four-year evaluation of NHS England's Personal Commissioning (IPC) programme.
- We evaluated everyLIFE Technologies' PASSsystem digital care planning to assess the extent to which it is helping social care providers to demonstrate and deliver safe, efficient, high-quality care, and accountability.

'TLAP is the embodiment of an effective network' – TLAP partner

*'Great podcast from @TLAP1 !
Essential listening for social workers and social care workers'
Chief Social Worker*

Case study: Evaluation of Macmillan Cancer Support Local Authority Partnerships Programme

In 2017, Leading national cancer charity, Macmillan Cancer Support, commissioned SQW and the Social Care Institute for Excellence (SCIE) to evaluate its Macmillan Local Authority Partnerships Programme (MLAPP) over a four-year period. MLAPP aims to ensure that everyone diagnosed with cancer can easily access the cross-sector integrated support they need. As part of this, in 2019 SCIE worked with people with local practitioners and people with lived experience to produce a good practice implementation guide. This guide focuses on implementing system change in cancer care by drawing on the experience of MLAPP. The guide supports leaders, commissioners and practitioners from health, social care, housing and voluntary and community sector organisations to implement a person-centred, integrated approach to providing care and support to people living with cancer and other long-term conditions.



Case study: NHS Confederation – Development of learning materials for Integrated Care Systems and Sustainability and Transformation Partnerships

The NHS Confederation commissioned SCIE to produce a series of resources for leaders in integrated care systems and sustainable transformation partnerships to deliver the ambitions set out in the NHS Long Term Plan. It was developed with leaders from across health and social care systems to provide practical learning.

As part of this project, SCIE produced [From place-based to place-led: A whole-area approach to integrating care system](#). The report explores how partnerships at the level of local place can drive forward the ambitions of the NHS Long Term Plan. It provides practical lessons on a range of topics including setting the ambition and guiding principles for place-based approaches, investing in collaborative leadership, designing the right system governance and prioritising and responding to the needs of local people.

‘NHS Confederation worked with SCIE to develop products on place-based working and financial reform in systems. The SCIE team were very thorough in their approach, built excellent relationships with our members and produced high-quality reports that have supported systems to work through some of the complex challenges they are grappling with.’

**Kerry McQuade, Regional Lead – North East and Yorkshire,
NHS Confederation**

Improving practitioners' knowledge, skills and capabilities

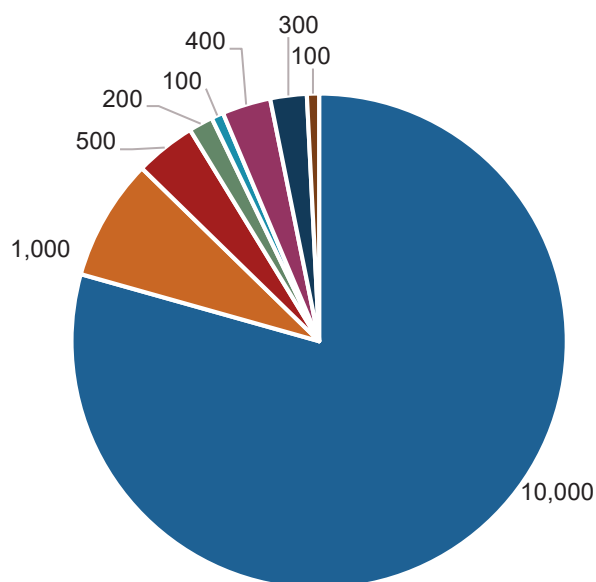
With a comprehensive catalogue of accredited training content covering both children and adults and available in a range of formats, including e-learning, open courses and in-house training, we have a fast-growing reputation as a trusted provider of learning and development in social care and beyond. We are a Skills for Care-endorsed provider, and most of our courses are CPD accredited. We trained over 25,000 practitioners in 2019, a 20 per cent rise on the previous year.

Training in numbers

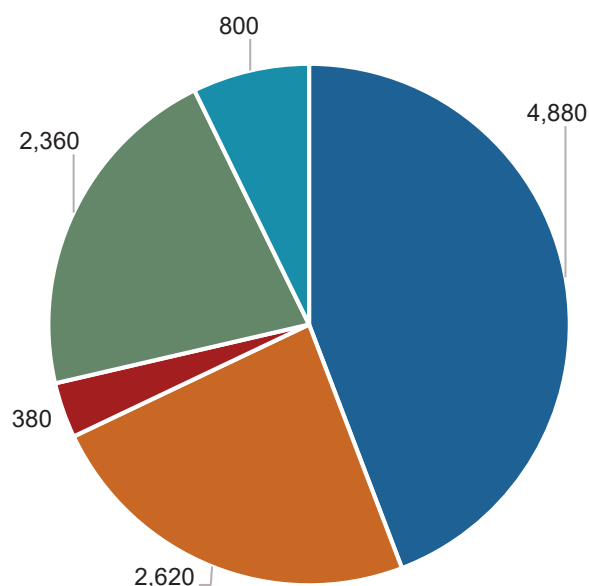
e-Learning course	Delegates
Dementia awareness (free)	10,000
Personalisation (free)	1,000
One-page profiles (free)	500
Quality improvement in social care (free)	200
Organisational change in social care (free)	100
Safeguarding adults	400
Mental Capacity Act	300
DoLS	100
Total	12,600

Classroom course	Delegates
Safeguarding delegates	4,880
SBA delegates	2,620
MCA delegates	380
Sefton (largest client) delegates	2,360
Open courses delegates	800
Total	11,040

e-Learning delegates



Classroom delegates



Key highlights

- We successfully delivered large-scale skills development programmes to over 15 local authorities in a range of topics such as safeguarding, strengths-based practice, Mental Capacity Act, person-centred care, dementia skills and the Care Act.

- 98 per cent of delegates strongly agreed or agreed that SCIE's training would have a positive impact on their practice
- Usage of our safeguarding adults, MCA and DoLS e-learning increased, which over 3,500 learners completed
- We launched a comprehensive video-based Care Certificate e-learning course to help care providers train their staff in the knowledge element of the Care Certificate. The Care Certificate is based on 15 Standards set by the Care Quality Commission (CQC) that encompass the knowledge, skills and behaviours expected from frontline health and social care staff.

'The course was full of actual cases making it very understandable and effective.'

Social worker

'Handouts were excellent! Really good trainer, I thought the session was excellent.'

Charity safeguarding manager

'Very informative training course that will help with my practice regarding safeguarding cases.'

Care home manager

Supporting local areas to transform social care

SCIE helps local authorities transform care and support in collaboration with citizens to deliver greater impact, working with 12 local authorities in 2019/20. We do this by using data and evidence to drive better decisions; re-designing commissioning; supporting productive and effective strengths-based practice; developing and supporting the implementation of innovative models of care at scale; and optimising the use of technology to drive better care.

Key highlights

- Think Local Act Personal launched the popular directory of **Innovations in community-centred support**, showcasing organisations that are having a positive impact on people's care and support at local level, as well as new resources on self-directed support and the use of payment cards.
- The **Social Care Innovation Network**, which SCIE leads, produced practical how-to guides to support local authorities develop whole systems plans for asset-based social care, improve commissioning, and deliver self-directed support.
- The Department of Health and Social Care commissioned SCIE to carry out a review of the Northern Ireland Social Care Council, which took into account the broader strategic challenges and changing landscape of health and social care in Northern Ireland.
- We worked with the Government of Jersey to develop a **children's social care practice model** and support the embedding of new practice skills.
- We delivered a **two-year improvement programme for Surrey County Council** aimed at developing and embedding strengths-based practice to foster people's wellbeing and independence.

- We supported Staffordshire County Council and Clinical Commissioning Groups to develop an evidence-based **joint strategy for the market management of residential and nursing care homes in Staffordshire**.

Case study: Social Care Innovation Network



The Social Care Innovation Network (SCIN) is a partnership between SCIE, TLAP and Shared Lives Plus, funded by the Department of Health and Social Care (DHSC) to explore how to scale evidence-based innovative approaches to person-centred care and support. The idea for SCIN was first suggested in the SCIE/Nesta research report **Growing innovative models of health, care and support for adults** (2018). SCIN involves 16 local authorities and 20 innovative care and support providers.

There are many innovative approaches to care and support that are person centred and community based. They tend to exist in pockets and are not yet seen as the core business of social care. Even small-scale innovative community-based organisations who don't wish to grow large, struggle to survive beyond short-term pilot funding. The problem is not so much a lack of innovation but finding ways for such approaches to take root more deeply in more places. SCIN explores what whole systems approaches can be developed to overcome barriers to scale and foster the conditions in which innovations can thrive.

Key activities

The project aimed to learn practical lessons on how innovations can flourish or proliferate. Three learning groups were set up in late 2019 with the intention of meeting three times in January, March and May 2020. Due to COVID-19, the third round of meetings did not take place.

The three groups focused on:

- developing the asset-based areas model in more depth.
- redesigning commissioning so that it supports innovation by becoming more citizen led. Commissioning is a process that public sector organisations use to plan, procure, deliver and evaluate services for local residents
- taking self-directed support back to its roots so it affords authentic choice and control and enables people to connect and contribute. Self-directed support puts people at the centre of the support planning process and enables them to make choices to about the services they receive.

SCIN tested different implementation issues that arise when developing a new initiative or model of care in different settings, and with different kinds of participating leaders and organisations. A wide range of resources have been produced and widely disseminated at centre stage events at NCASC and NHS Expo, through well attended webinars and articles in the Local Government Chronicle, The Municipal Journal and Health Service Journal.

Case study: London Borough of Brent – strengths-based practice framework

The London Borough of Brent faces rising demand for adult social care from older adults and adults with learning disabilities. The authority has faced large cuts in funding over recent years, which have led to pressure on local voluntary sector and community services.

Whilst there is a strong commitment to improved outcomes, practice is often inconsistent and the systems, forms and processes often prevent efficient and productive practice.

What we did

SCIE worked with the leadership and frontline staff for over 12 months to design and implement a new approach to practice for Brent:

- Analysis the barriers to successful practice, including the processes, IT, care management system and approach to supervision
- Workshops with staff to co-produce a new vision and framework for practice that would lead to the creation of productive and well supported workers, freed up to deliver strengths-based practice
- Tailored three-day training programme with all managers and frontline.

Brent has implemented the framework across all staff groups, and with partners in the wider community. The framework is being used to guide all training, policies and procedures.

‘SCIE were really critical in helping us to guide us through workshops towards developing an evidence-based practice framework that staff actually believed in.’

Georgina Diba, Head of Transformation, London Borough of Brent



Working with children’s social care to improve outcomes

SCIE continued in 2019/20 to work on a range of nationally significant programmes and initiatives focused on improving children’s social care and outcomes for children, young people and families. With a national reputation for expertise on what works in children’s social care, important developments in social work practice, knowledge of children’s safeguarding and expertise in co-production with young people, we continued to grow the number of clients we work with in children’s social care.

Key highlights

- Providing advice to Social Finance, a not-for-profit social enterprise, on its Leaving Well digital tool, which aims to support outcome-based plans for care leavers
- Being part of the consortium commissioned by the Department for Education to deliver the Strengthening Families support programme, which will provide support to 20 local authorities over five years to implement three successful Innovation Programme projects – Leeds Family Values, Hertfordshire Family Safeguarding and North Yorkshire’s No Wrong Door
- Working with States of Jersey to co-design and implement a new children’s social care practice framework and train teams in supervision skills
- Training and supporting a group of Young Advisors and engaging the sector to support the strategic direction of the newly formed What Works for Children’s Social Care

Case study: Department for Education, Children’s Social Care Innovation Programme coaching



Staying Close, Staying Connected is a partnership between Break, Norfolk County Council and Cambridgeshire County Council. Its aim is to change the way young care leavers are supported by putting a framework around young people as they leave residential care that will dramatically transform their outcomes. SCIE is part of the national Department for Education-funded Innovation Programme coaching team which supported a range of projects including Break. For two years a SCIE coach worked with the leadership team to develop its innovation, advising on strategy, planning, implementation and impact. Through a programme of workshops and one-to-one coaching, Break delivered a highly successful programme that supported over 60 young care leavers into a stable home, work and education.

‘The SCIE team provided coaching support to our DfE Innovation Fund project. The coaching helped us clarify our operating model and supported us to better engage our stakeholders, including securing buy in to scale our model. The impact of the coaching support was felt across the project and it certainly played a part in improving our outcomes’

Rachel Leslie – Head of Care Services, Break

Keeping people of all ages safe

SCIE’s reputation as a leading authority on safeguarding continues to grow, as we help more organisations than ever from across children’s and adults’ organisations put in place robust approaches to safeguarding. We have developed a full-service support offer to organisations which includes audits, learning together reviews, policy and procedures reviews, e-learning and face-to-face training.



Key highlights

- We launched a new Safeguarding and charities section for our Safeguarding hub, focused on signposting high-quality resources and tools, to charity leaders to ensure they are aware and manage their safeguarding responsibilities. This follows on from a roundtable with charity sector leaders which we ran in April 2019.
- SCIE was involved in developing, publishing and promoting the report **Analysis of statutory reviews of homicides and violent incidents**, a report commissioned by the Mayor of London's Violence Reduction Unit.
- We published the final overview report of our Diocese Audits for the Church of England.
- There were 653,000 visitors in 2019/20 to the Safeguarding hub, which contains guidance, tools, good practice.
- 2,000 learners completed our safeguarding adults e-learning.
- SCIE conducted safeguarding review using **Learning Together** for Marie Curie.
- We published a new report on **safeguarding in faith communities**.

Case study: Catholic Church of Scotland, audits to improve safeguarding



SCIE has recently conducted independent audits of the safeguarding arrangements of two dioceses of the Roman Catholic Church in Scotland: Diocese of Galloway and the Archdiocese of St Andrews and Edinburgh.

These were commissioned by the Independent Review Group (IRG), chaired by Baroness Helen Liddell. We worked in partnership with Children in Scotland. The aim of each audit was to work with the Diocese to support safeguarding improvements by identifying how well safeguarding is working, identifying where there might be weaknesses and exploring the rationale for both strengths and weaknesses found.

The audits used SCIE's established methodology Learning Together, which has been used through a three-year programme of Church of England diocesan audits. This process will be repeated each year until all eight dioceses have been audited. The IRG was established by the Catholic Bishops' Conference of Scotland (BCOS) in 2017 to help ensure the implementation of recommendations made in a comprehensive report into safeguarding in the Catholic Church in Scotland by the McLellan Commission in 2015.

Promoting and supporting co-production

Co-production – involving people in the design, commissioning, delivering and evaluation of services – is at the heart of how SCIE works. In 2019 we continued to further enhance our national reputation for expertise and leadership on co-production, working with more organisations and individuals than in previous years. In addition, Think Local Act Personal works closely with the National Co-production Advisory Group to model and promote co-production.

Key highlights

- We ran the fourth Co-production Week in July which was the best attended with the most organisations signed up in support to date.
- We co-designed, with the charity National Voices, a module on co-production which is to be delivered as part of NHS Leadership Academy's Garratt Anderson leadership programme.
- We trained all senior managers in Barnardo's – the National children's charity – in co-production skills.
- We continued to support Oxfordshire County Council to deliver its ambitious Co-production Programme, helping it to establish new citizen-led co-production arrangements, train co-production champions and evaluate the programme's impact.
- We continued to host our [co-production hub](#), which saw 56,000 website visitors, and includes our guide, [Co-production in social care: what it is and how to do it](#).

'The whole project was really insightful and a great experience. All the members of SCIE we worked with were so lovely and genuinely interested in the project, seemed to really understand the importance of young person participation and valued our contributions – we really felt equal and respected and that makes all the difference.'

Jess, Young Person involved in coproduction project for NHS England



Case study: The fourth Co-production Week



This took place in July 2019. The theme was: 'Power and how this needs to be shared more equally with people who use services and carers'. We showed, with practical examples, live guests and innovative seminars how more equal partnerships with people who use services and carers can be achieved. After all, it is only when everyone's contribution is valued equally and power is shared that meaningful co-production can happen.

- The fourth annual [Co-production Festival 2019](#)
- Webinar – a free online taster [training on accessible and inclusive meetings](#)
- Our Co-production Week blog from all sorts of people
- Tweets about Co-production Week from many people
- Report: [Breaking down the barriers to co-production](#)
- A nationwide online survey. [View the findings](#).
- Other people and organisations holding events about co-production contribute to the Co-production Week blog
- Examples of good practice in co-production – we included the best ones in our co-production guide's 'practice examples' section
- Tweets about co-production using the hashtag #coproweek

Case study: Oxfordshire co-production



In 2016, Oxfordshire County Council (OCC) decided to embed co-production into its processes and practice, so asked SCIE for support with how to do this. SCIE ran four workshops – initially with people working at OCC, and people who use services. In the last workshop, the group agreed on several key shifts that OCC would need to implement to make it a more co-productive place to work:

- senior level commitment to co-production
- a co-produced training programme
- establishing a co-production board
- resourcing (putting some money into the programme, e.g. by establishing a co-production team)
- having a written agreement (or concordat) e.g. setting out terms of reference and how things would work
- evaluation of the whole programme.

Case study: Oxfordshire co-production *continued*

In September 2017, OCC started a co-production team and the programme has been running ever since. Oxfordshire has a history of co-production, and in some parts of the Council too. But this was the first time senior leadership within the Council had made such a big commitment to it, and invested in it becoming embedded as a way of working.

In addition to the key shifts outlined above, all of which were adopted, the following have been crucial to the implementation and spreading of co-production within OCC:

- Growing a local network – establishing the Oxon champions network
- An organic approach – starting the journey with those who are willing, and gradually bringing in others along the way
- Visible organisation-wide commitment – co-production is written into the corporate plan
- A shift in national guidance and expectation – requirement from CQC to be doing (more) co-production
- Supporting staff knowledge and confidence – for example, commissioners and project leads to understand co-production and how to do it. This has been essential, and done through a range of things e.g. providing guidance and advice, coaching and upskilling staff, helping to facilitate co-production events, modelling best practice, supporting staff to be able to have the confidence to work in a different way
- Sharing the message internally – attending team meetings across the Council to talk about co-production and encourage people to get involved
- Developing training and resources – for example, face-to-face training and Oxfordshire's Co-production Handbook

The programme is ongoing, but work done so far has been evaluated by SCIE. Highlights from the report and from information gathered by the co-production team include:

- The number of people involved in co-production in Oxfordshire is over 30 times what it was at the start of the programme.
- Recent Care Quality Commission (CQC) Local Area Review notes a stronger strategic approach to co-production.
- The Local Government Association Peer Review commented that the innovative working is impressive and is gaining interest by other authorities
- Recognition from external independent bodies including SCIE, the Care Quality Commission and the Local Government Association.

Future plans

We have just agreed our next three-year strategy in which we will work for fairer and more equal social care, where we challenge the structural inequalities in our society. In the strategy, we will focus on three strategic outcomes:

- Driving improvements in social care locally
- Influencing better policy and practice nationally
- Supporting better safeguarding everywhere

In order to deliver these strategic outcomes, there are a number of principles that we need in place, which will require us to continue to grow and strengthen our internal capabilities and how we work with partners and people who access care and support.

Co-production

- We will work alongside people who access care and support to co-produce and design improved social care for today and for the future.
- We will provide a channel for the voice of people within the community and those who access care and support so that they have a more powerful influence over policy and practice.

Evidence and practice informed

- We will keep abreast of emerging and innovative practice, research and thinking in social care and the wider community sector, to ensure we can provide thought-leadership and understand where we can best contribute
- We will harness the power of data science to inform better decisions that in turn increase independence.

Partnership work

- We will collaborate, convening and harnessing the expertise, experience and influence of the wider sector, to explore and adopt new approaches to high-quality, person- and community-centred models of support.
- We will work with partners to raise awareness of the importance of social work and social care including through events, webinars, writing and broadcasts.

A sustainable and secure SCIE

- We will operate effectively and cohesively, to make the most of our resources and further our charitable aims
- We will clearly define our brand and commercial offer to ensure financial security and increase our reach and impact actively marketing our offer to the charity, public and education sectors
- We will invest in our people to retain our sector leading expertise and ensure we are a great place to work.

Innovation

- We will draw on our experience of leading the Social Care Innovation Network to encourage local authorities, partner organisations, providers and citizens to develop and grow innovative approaches to care.
- We will explore the potential to digital technology and enhance practice and create care services which enhance people's wellbeing and independence.

Key deliverables for 2020/21

We will:

- write 30 published articles in leading journals and newspapers on key policy issues facing social care
- host and deliver 20 webinars on key issues facing social care, integrated care systems and care providers with over 5,000 attendees.
- apply for further funding from DHSC to deliver phase 3 of the Social Care Innovation Network, and publish and widely disseminate improvement tools on commissioning, self-directed support and asset-based areas.
- conduct a literature review of the evidence that exists on factors leading to abuse in care homes in Northern Ireland.
- support Social Care Wales to adapt and develop internal ways of working, particularly through collaborative work with partners to positively influence social care services in Wales.
- lead a new commission for housing and the future of care and support and produce a policy position paper by November 2020 and best practice case studies by April 2021
- support at least one council to develop and deliver a new co-production vision and plan for adult services
- complete and publish independent pilot safeguarding audits of Catholic Church dioceses
- deliver well-received training in co-production to all management staff in Barnardo's
- have over half a million unique visits to the DHSC-funded COVID-19 resource hub by April 2021
- develop, pilot and launch with University of Birmingham a new national strengths-based leadership learning module for practice leaders across adults and children's social care

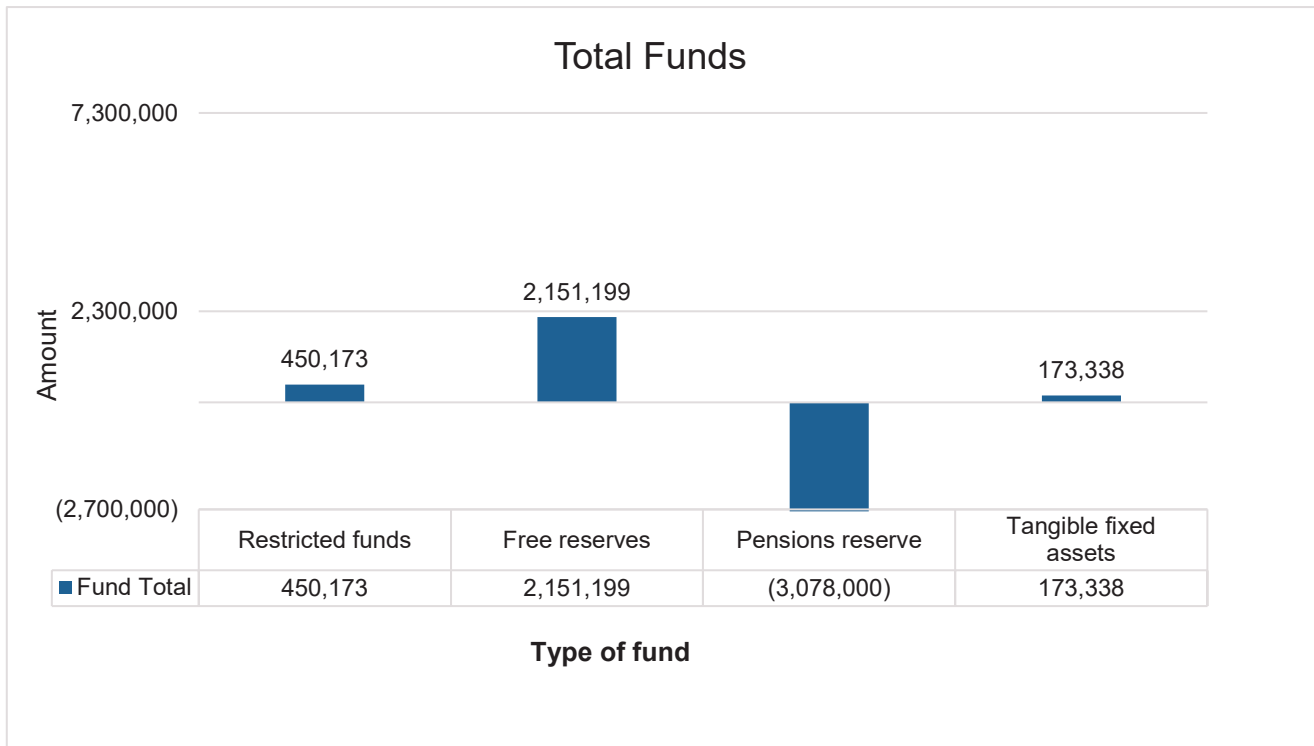
Key deliverables for 2020/21 *continued*

- deliver a consultancy adult social care improvement project to five local authorities
- help over four million visitors to improve their knowledge and deliver better social care through our websites and digital resources
- increase information held by Social Care Online, the UK's largest database of information and research on all aspects of social care and social work, to over 180,000 records
- launch new e-learning courses on advocacy, reablement and SEND, and re-promote our course on the Care Certificate
- establish the TLAP Insight Group to capture COVID-19 experiences of people who access care and support and carers, and publish recommendations
- through the TLAP programme, establish a 'Reimagining self-directed support' group comprising local and national organisations and people with lived experience to work with DHSC policy colleagues to ensure Direct Payment (DP) guidance responds to the specific issues raised by DP recipients
- through the TLAP programme, publish 40 case stories and five blogs to document the ways in which providers and commissioners are positively changing practice to respond to COVID-19
- establish an equalities, diversity and inclusion team to steer the organisation in tackling structural inequalities
- review our current pension arrangements to consider viability and future options.

Financial overview

The financial position at the end of the year is set out below.

Figure 1: Total funds:



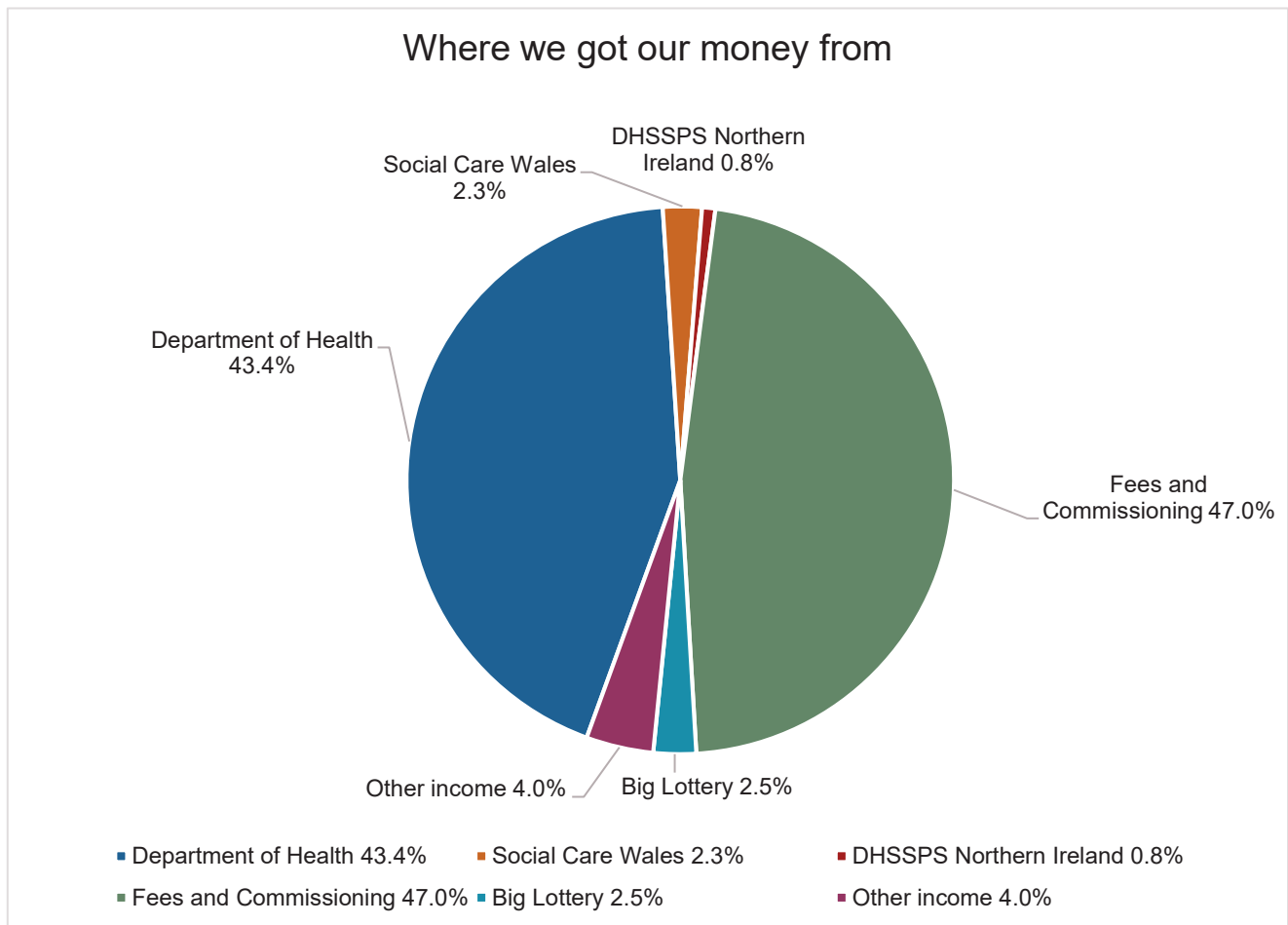
The balance sheet shows total funds to be in deficit by £303,290 at 31 March 2020 (2019 – deficit of £886,052). At this date, restricted funds amounted to £450,173 (2019 – £472,565). These monies have either been restricted for use on specific projects or they comprise donations subject to donor-imposed conditions. Full details of these restricted funds can be found in note 13 to the financial statements together with an analysis of movements in the year.

£173,338 (2019 – £227,099) of the total funds is represented by tangible fixed assets held in unrestricted funds.

The actuaries have calculated SCIE's share of the deficit on the defined benefit pension fund at 31 March 2020 to be £3,078,000 (2019 – £4,302,000). For further information, see note 16 to the financial statements.

SCIE's remaining general funds (being unrestricted funds excluding tangible fixed assets but before the defined benefit pension fund liability) are 'free reserves' and total £2,151,199 at 31 March 2020 (2019 – £2,716,284).

SCIE received its income from two principal sources – grants and fees and commissioning income. It spent its money on charitable activities delivering projects and meeting contracts and agreements.

Figure 2: Income

In our original budgeting and planning for the financial year 2020–21, we of course did not know that COVID-19 was going to hit. Once we became aware of this we immediately began making contingency plans and re-thinking our strategy for the year ahead. We embarked on a restructure to save costs on an ongoing basis and to ensure we had the right posts in place to take us forward, we also moved many of our offerings online. Whilst we did lose some business as potential funders moved their attention to tackling the issues that COVID had presented them with, we also were able to turn our attention to supporting the COVID crisis using our expertise to provide guidance and support for DHSC, meaning we gained income that hadn't originally been in plan. The outcome is that we are confident that the impact of COVID will be limited to a reduction to our income, when compared with the previous year, of in the region of £1m, and that this loss has been mitigated elsewhere such that it has not affected our ability to continue to operate successfully.

Constitution and governance

Statement of Trustees' responsibilities

The Trustees (who are also directors of SCIE for the purposes of company law) are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. 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 income and expenditure of the charitable company 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 Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102)
- make judgements and estimates that are reasonable and prudent
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- 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 proper accounting records that 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware
- the Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The Trustees are responsible for the maintenance and integrity of 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.

SCIE's Board of Trustees

Up to 15 people are able to sit on SCIE's Board of Trustees. At the time of this report, the board had 15 members, including its Chair. In the event of the charity being wound up, members are required to contribute an amount not exceeding £1.

New Trustees are elected by existing Trustees and serve for a term of three years before retiring from office. Retiring Trustees can be nominated to serve a second consecutive term provided that no Trustee serves more than two consecutive terms of office, except with the unanimous support of all the other Trustees.

Constant regard is paid to the skills mix of the Trustees to ensure that they have all the necessary skills required to contribute fully to the charity's development.

On agreeing to become a Trustee of the charity, the Trustees are thoroughly briefed by their co-Trustees on the history of the charity, the day-to-day management, the responsibilities of the Trustees, the current objectives and future plans. The Trustees are also encouraged to attend any courses which they feel are relevant to the development of their role, and to keep up to date on any changes in legislation.

The Board of Trustees is supported by the Audit and Risk Committee which meets throughout the year.

The following Trustees were in office at the time this report was approved and served throughout the year, except where shown:

Trustee	Appointed/resigned	Audit and Risk Committee
Rt Hon Paul Burstow (Chair)	Appointed 27.7.17	
Jane Green	Appointed 3.10.19	
Alex Fox	Appointed 17.9.13	
Peter Hay	Appointed 17.9.13; term ended 24.11.19	
Annie Hudson	Appointed 11.1.16	
Mary McKenna	Appointed 17.9.13	Member
Bev Searle	Appointed 17.9.13; term ended 15.9.19	Member
Dr Ossie Stuart	Appointed 11.1.16	
Sally Warren	Appointed 17.9.13; term ended 15.9.19	Member

Rachel Armitage	Appointed 23.5.18	
Katie Brennan	Appointed 23.5.18	Chair
Sue Gower	Appointed 23.5.18	Member
Sean Holland	Appointed 22.3.18	
Eustace DeSousa	Appointed 21.3.19	Member
Mark Atkinson	Appointed 21.3.19	Member
Margaret Lally	Appointed 21.3.19	Member

Company secretary	Kathryn Smith
Chief Executive	Kathryn Smith
Deputy Chief Executive	Ewan King
Registered and principal office	3 rd floor, Watson House 54 Baker Street London W1U 7EX T: +44 (0)20 7766 7400 E: info@scie.org.uk W: www.scie.org.uk
Company Registration Number	04289790 (England and Wales)
Charity Registration Number	1092778
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Solicitor	Browne Jacobson LLP 6 Bevis Marks London EC3A 7BA
Banker	Barclays Bank plc Public Sector Team Level 27 1 Churchill Place London E14 5HP

This annual or Trustees' report has been prepared in accordance with Part VIII of the Charities Act 2011 and constitutes a directors' report as required by the Companies Act 2006.

The financial statements for the year to 31 March 2020 have been prepared in accordance with the accounting policies set out on pages 41 to 44 of the financial statements and comply with the charity's memorandum and articles of association, applicable laws and 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 United Kingdom and Republic of Ireland (FRS 102).

Structure

The Chief Executive and senior staff attend, and provide reports to, regular meetings of the Board of Trustees. This enables the business of the board, including strategy, development and governance, to be undertaken collaboratively and in accordance with good practice. The Chief Executive manages the day-to-day activity with assistance from senior executives.

Through involvement of staff representatives, circulation of papers, and staff meetings, there is wide communication of board discussions and decisions to staff members.

Key management personnel

From 1 April 2019 the key management personnel are the Trustees together with the Chief Executive and the Chief Operating Officer. The salaries of the staff members of key management are reviewed on a triennial basis through external benchmarking. Payments made to Trustees are set out above with all such payments being approved by the Board, those receiving such payments absencing themselves from such approval.

Employees

SCIE is an equal opportunities employer and applies objective criteria to assess merit. It aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, race, colour, nationality, religion, ethnic or national origin, gender, marital status, sexual orientation or disability.

Selection criteria and procedures are reviewed regularly to ensure that individuals are selected, promoted and treated on the basis of their relevant merits and abilities. All employees are given equal opportunities and, where appropriate and possible, special training to enable them to progress both within and outside the organisation.

Co-production Network

The Co-production Network involves users and carers in shaping and influencing SCIE's work. The Network works with SCIE on its work programme, priorities and performance.

Building on SCIE's strong reputation for working with people who use services and carers, the Co-production Network met during the year, chaired by a SCIE Trustee (who is also a user of services), to hold the organisation to account for ensuring the core values of the organisation continued to underpin its overall business plan.

Key risks

Members of key management regularly review the strategic risk register and have identified key risks and their mitigation. These include:

SCIE's costs exceed our income

Mitigation: We conducted a zero-based budget at the start of the year, setting clear targets for expenditure in the year. We restructured our staff team removing cost where possible and bringing in skills where required.

There is an ongoing piece of work underway to ensure better monitoring and reporting of our costs against income. We have completed a move from two floors to one and are currently reviewing additional overhead costs, including potential changes to our pension scheme.

We are reducing costs through greater use of inhouse resources on projects and more closely monitoring pricing and contribution at an individual project level as well as at a business level. We have begun a review of all of our terms and conditions including our pension and have contracted Hymans to support us with this.

COVID-19 continues to hamper commercial operations

Mitigation: We have moved our training offer online and are working with clients to ensure existing contracts can be delivered whilst actively pursuing new work. We are also able to facilitate a range of events including webinars, roundtables and workshops using online platforms. As part of a focus on digital commercial products we have co-developed an offer with Xantura and created marketing and comms messaging to support. We have realised benefits of new ways of working online with increased engagement through workshops, roundtables etc. The TLAP work programme was adapted to reflect the impact of COVID.

Policies

Reserves policy

SCIE carries out a diverse range of activities, some of which comprise short-term and externally funded projects, whilst others are long-term projects requiring significant ongoing financial commitment and investment.

The Trustees have examined the requirement for free reserves, that is, those unrestricted funds not invested in tangible fixed assets, designated for specific purposes or otherwise committed. This has been undertaken by a regular consideration of pension liabilities both by the Audit Committee and the Trustees, including the information from the triennial review and the FRS 102 valuation. The Trustees have assessed the risks arising from a more uncertain future.

In the current climate, SCIE is determined to keep a level of reserves commensurate with balancing the need to release funds for new streams of income generation with the need to retain sufficient funds for liabilities that may arise in respect to the pension scheme and in relation to future accommodation needs; and, in addition, having funds to support three months of operating costs in the unlikely event of a closure. The Trustees believe the minimum level of free reserves should be £2 million. The reserves policy will be reviewed during the next financial year and may well change.

The level of free reserves was £2,151,199 at 31 March 2020. The Trustees believe that this level of free reserves is adequate but not excessive and that it is consistent with the reserves policy above. The current free reserves provide a solid foundation to support SCIE's transformation by enabling investment in the development of its commercial offer, diversification of sources of income, and in meeting its future liabilities.

Investment policy

SCIE does not have long-term investments. Funds that are surplus to requirements in the short term are kept on treasury deposit.

The charity's assets

Acquisitions and disposals of fixed assets during the year are recorded in the notes to the financial statements (see note 9).

Trustees' report (including the strategic report) approved by the Trustees and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'Paul Burstow', written in a cursive style.

Paul Burstow

Trustee

Approved by the Trustees on: 22 October 2020

Independent auditor's report to the members of Social Care Institute for Excellence

Opinion

We have audited the financial statements of Social Care Institute for Excellence (the 'charitable company') for the year ended 31 March 2020 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which is also the directors' report for the purposes of company law, including the strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report, which is also the directors' report for the purposes of company law, including the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Use of our report

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

Amanda Francis (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Statement of financial activities: Year to 31 March 2020

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £	Unrestricted funds £	Restricted funds £	2019 Total funds £
Income from:							
Short term bank deposits							
. Interest receivable		12,429	—	12,429	16,783	—	16,783
Charitable activities							
. Contracts, grants, service level agreements and fees receivable	1	2,705,892	2,531,201	5,237,093	2,474,517	2,869,284	5,343,801
Total income		2,718,321	2,531,201	5,249,522	2,491,300	2,869,284	5,360,584
Expenditure on:							
Charitable activities							
. Provision and dissemination of knowledge and good practice in social care	2	3,657,167	2,553,593	6,210,760	3,905,703	2,732,465	6,638,168
Total expenditure		3,657,167	2,553,593	6,210,760	3,905,703	2,732,465	6,638,168
Net (expenditure) income for the year	5	(938,846)	(22,392)	(961,238)	(1,414,403)	136,819	(1,277,584)
Other recognised gains and losses							
Actuarial gains in respect to defined benefit pension scheme	16	1,544,000	—	1,544,000	898,000	—	898,000
Net movement in funds		605,154	(22,392)	582,762	(516,403)	136,819	(379,584)
Reconciliation of funds:							
Fund balances brought forward at 1 April 2019		(1,358,617)	472,565	(886,052)	(842,214)	335,746	(506,468)
Fund balances carried forward at 31 March 2020		(753,463)	450,173	(303,290)	(1,358,617)	472,565	(886,052)

All of the charity's activities derived from continuing operations during the above two financial periods.

Balance sheet: 31 March 2020

	Notes	2020 £	2020 £	2019 £	2019 £
Fixed assets					
Tangible assets	9		173,338		227,099
Current assets					
Debtors	10	1,016,741		1,952,852	
Short-term deposits		—		1,000,000	
Cash at bank and in hand		2,214,097		1,178,987	
		3,230,838		4,131,839	
Creditors: amounts falling due within one year	11	(629,466)		(942,990)	
Net current assets			2,601,372		3,188,849
Total net assets excluding pension liability			2,774,710		3,415,948
Pension liability	16		(3,078,000)		(4,302,000)
Total net assets including pension liability			(303,290)		(886,052)
The funds of the charity					
Restricted funds	13		450,173		472,565
Unrestricted funds					
. General fund					
.. Free reserves			2,151,199		2,716,284
.. Pension reserve	16		(3,078,000)		(4,302,000)
			(926,801)		(1,414,716)
. Tangible fixed assets fund			173,338		227,099
			(303,290)		(886,052)

Approved by the Trustees and signed on their behalf by:



Paul Burstow

Trustee

Approved on: 22 October 2020

Company Registration No. 04289790 (England and Wales)

Charity Registration No. 1092778

Statement of cash flows: Year to 31 March 2020

	Notes	2020 £	2019 £
Cash flows from operating activities:			
Net cash used in operating activities	A	<u>142,389</u>	<u>(1,201,300)</u>
Cash flows from investing activities:			
Interest received		12,429	16,783
Purchase of tangible fixed assets		<u>(119,708)</u>	<u>(6,526)</u>
Net cash provided by investing activities		<u>(107,279)</u>	<u>10,257</u>
Change in cash and cash equivalents in the year		35,110	(1,191,043)
Cash and cash equivalents at 1 April 2019	B	2,178,987	3,370,030
Cash and cash equivalents at 31 March 2020	B	<u>2,214,097</u>	<u>2,178,987</u>

Notes to the statement of cash flows for the year to 31 March 2020

A Reconciliation of net expenditure for the year to net cash used in operating activities

	2020 £	2019 £
Net expenditure for the year (as per the statement of financial activities)	(961,238)	(1,277,584)
Adjustments for:		
Depreciation charge	173,469	49,821
FRS 102 pension charge	320,000	873,000
Interest receivable	(12,429)	(16,783)
Increase in debtors	936,111	(431,117)
(Decrease) increase in creditors	<u>(313,524)</u>	<u>(398,637)</u>
Net cash used in operating activities	<u>142,389</u>	<u>(1,201,300)</u>

B Analysis of cash and cash equivalents

	2020 £	2019 £
Cash at bank and in hand	2,214,097	1,178,987
Short-term deposits	—	1,000,000
	<u>2,214,097</u>	<u>2,178,987</u>

Principal accounting policies: 31 March 2020

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 March 2020 with comparative information provided in respect to the year to 31 March 2019.

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 accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with 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 United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- Estimating the useful economic life of tangible fixed assets for the purposes of calculating the depreciation charge
- Estimating the recoverability of debtors and determining any necessary provision for bad or doubtful debts
- Assessing the appropriateness of the underlying assumptions made by the actuary in the valuation of the defined benefit pension scheme
- Determining the basis for the allocation of support and governance costs across the charitable key areas of activity as shown in note 3
- Estimating future income and expenditure flows for the purpose of assessing going concern (see below)

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

In our original budgeting and planning for the financial year 2020–21, we of course did not know that COVID-19 was going to hit. Once we became aware of this we immediately began making contingency plans and re-thinking our strategy for the year ahead. We embarked on a restructure to save costs on an ongoing basis and to ensure we had the right posts in place to take us forward, we also moved many of our offerings online. Whilst we did lose some business as potential funders moved their attention to tackling the issues that COVID had presented them with, we also were able to turn our attention to supporting the COVID crisis using our expertise to provide guidance and support for DHSC, meaning we gained income that hadn't originally been in plan. The outcome is that we are confident that the impact of COVID will be limited to a reduction to our income, when compared with the previous year, of in the region of £1m, and that this loss has been mitigated elsewhere such that it has not affected our ability to continue to operate successfully.

Income recognition

Income is recognised in the year in which the charity is entitled to receipt, it is probable the charity will receive the income and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Income comprises interest receivable on short-term deposits with the charity's bankers, grants and funding from government and other agencies and income from commercial sources.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Grants and funding from government and other agencies have been included as income from charitable activities as these comprise either contracts for services or they relate to specific services.

Income of a contractual nature and income generated from commercial sources is recognised to the extent that it is probable that the economic benefits will flow to the charity and the revenue can be reliably measured. It is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to expenditure on charitable activities which is sub-divided into expenditure on Business, Development and Delivery, Knowledge and Evidence (including the NICE Collaborating Centre for Social Care), Hosted Services and other charitable activities.

All expenditure is incurred on the charity's primary charitable purposes as described in the trustees' report. It includes all costs associated with furthering the charitable purposes of the charity through the provision of its charitable activities. Such costs include direct and support costs including governance costs.

All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs and governance costs are allocated as described in note 3 to these financial statements.

Tangible fixed assets

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised.

Tangible fixed assets are capitalised and depreciated at the following annual rates in order to write them off over their estimated useful lives:

- Computer and IT equipment — 33.3 per cent per annum based on cost
- Office furniture and fittings — 25 per cent to 33.3 per cent per annum based on cost
- Leasehold improvements over the remaining period of the lease

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short-term deposits. Cash placed on deposit for more than one year is disclosed as a fixed asset investment.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the

debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund structure

Restricted funds comprise monies raised for, or which have their use restricted to, a specific purpose, or contributions subject to donor-imposed conditions.

The general fund represents those monies which are available for application towards achieving any charitable purpose that falls within the charity's objects. It is represented by free reserves and a pension reserve which represents the FRS 102 pension liability on the charity's defined benefit pension scheme as calculated by the scheme's actuary as at the balance sheet date.

The tangible fixed assets fund represents the net book value of the charity's tangible fixed assets held under unrestricted funds. This fund has been separated from other unrestricted funds in order to emphasise that the assets are of fundamental importance to the charity being able to achieve its charitable objectives and, as such, their value should not be regarded as realisable.

Leased assets

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the lease term.

Pension costs

The charity contributes to a defined benefits pension scheme providing benefits based on final pensionable salary. The assets of the scheme are held and managed separately from those of the charity.

Pension scheme assets are measured using market values. Pension scheme liabilities are measured using the projected unit actuarial method and are discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liability. Any increases in the present value of the liabilities within the charity's defined benefit scheme expected to arise from employee service in the period is allocated to the respective expense category within the statement of financial activities. Actuarial gains and losses are recognised in the statement of financial activities as part of other recognised gains and losses for the period.

Notes to the financial statements: 31 March 2020

1. Contracts, grants, service level agreements and fees receivable

	Unrestricted funds £	Restricted funds £	2020 Total funds £	Unrestricted funds £	Restricted funds £	2019 Total funds £
Department of Health and Social Care						
. Project grants		2,279,249	2,279,249	—	2,744,252	2,744,252
Social Care Wales	120,694	—	120,694	81,250	—	81,250
Department of Health, Northern Ireland	41,059	—	41,059	147,450	—	147,450
Fees and commissioning	2,467,731	—	2,467,731	2,180,088	—	2,180,088
Big Lottery	—	132,179	132,179	—	102,553	102,553
Other funders	76,408	119,773	196,181	65,729	22,479	88,208
	2,705,892	2,531,201	5,237,093	2,474,517	2,869,284	5,343,801

The above contracts, grants, service level agreements and fees receivable relate to the following charitable activities:

	Unrestricted funds £	Restricted funds £	2020 Total funds £	Unrestricted funds £	Restricted funds £	2019 Total funds £
Business, Development & Delivery (BDD)	2,632,641	1,713,179	4,345,820	2,415,227	2,108,553	4,523,780
Knowledge and Evidence	—	—	—	—	16,400	16,400
Hosted Services	—	698,249	698,249	—	738,252	738,252
Other activities	73,251	119,773	193,024	59,290	6,079	65,369
	2,705,892	2,531,201	5,237,093	2,474,517	2,869,284	5,343,801

2. Provision and dissemination of knowledge and good practice in social care

	Unrestricted funds £	Restricted funds £	2020 Total funds £	Unrestricted funds £	Restricted funds £	2019 Total funds £
Business, Development & Delivery (BDD)						
Staff costs	1,589,447	1,319,431	2,908,878	1,617,274	1,232,788	2,850,062
Office costs	250,007	180	250,187	167,573	3,448	171,021
Premises costs	587,881		587,881	413,048	—	413,048
Commissioning costs	110,309	117,306	227,615	245,346	206,556	451,902
Electronic access and publication costs	1,116	13,727	14,843	8,528	14,675	23,203
Publicity and dissemination	13,665	4,360	18,025	9,392	2,040	11,432
Support costs (note 3)	1,104,742	356,429	1,461,171	1,443,520	546,480	1,990,000
	3,657,167	1,811,433	5,468,600	3,904,681	2,005,987	5,910,668
Knowledge and Evidence (incl NCCSC)						
Staff costs	—	—	—	—	16,400	16,400
Office costs	—	—	—	—	—	—
Premises costs	—	—	—	—	—	—
Commissioning costs	—	—	—	1,022	—	1,022
Electronic access and publication costs	—	—	—	—	—	—
Support costs (note 3)	—	—	—	—	—	—
	—	—	—	1,022	16,400	17,422
Hosted Services						
Staff costs	—	594,748	594,748	—	567,335	567,335
Office costs	—	20,243	20,243	—	3,968	3,968
Commissioning costs	—	1,480	1,480	—	6,737	6,737
Electronic access and publication costs	—	2,879	2,879	—	2,868	2,868
Publicity and dissemination	—	30,810	30,810	—	37,170	37,170
Support costs (note 3)	—	92,000	92,000	—	92,000	92,000
	—	742,160	742,160	—	710,078	710,078
	3,657,167	2,553,593	6,210,760	3,905,703	2,732,465	6,638,168

3. Support costs

	Business, Development and Delivery (BDD) £	Knowledge services and Evidence (including NCCSC) £	Hosted Services £	2020 Total funds £
Staff costs	1,019,978	—	10,217	1,030,195
Premises costs	142,335	—	53,625	195,960
Office costs	64,704	—	2,195	66,899
Electronic access and publication costs	1,849	—	—	1,849
Publicity and dissemination costs	54,433	—	—	54,433
Governance costs (excluding staff costs) (note 4)	88,868	—	—	88,868
Other costs	89,004	—	25,963	114,967
	1,461,171	—	92,000	1,553,171

	Business, Development and Delivery (BDD) £	Knowledge services and Evidence (including NCCSC) £	Hosted Services £	2019 Total funds £
Staff costs	1,502,365	—	10,217	1,512,582
Premises costs	180,851	—	53,625	234,476
Office costs	89,477	—	2,195	91,672
Electronic access and publication costs	1,909	—	—	1,909
Publicity and dissemination costs	31,372	—	—	31,372
Governance costs (excluding staff costs) (note 4)	76,485	—	—	76,485
Other costs	107,541	—	25,963	133,504
	1,990,000	—	92,000	2,082,000

Other costs include the net interest charge on the charity's defined benefits pension scheme of £104,000 (2019 - £119,000) (see note 16).

4. Governance costs

The above governance costs include £7,354 in relation to staff costs (2019 – £48,475).

All governance costs relate to unrestricted funds in both 2020 and 2019.

5. Net (expenditure) income for the year

This is stated after charging (crediting):

	2020 Total funds £	2019 Total funds £
Staff costs (note 6)	4,533,821	4,775,382
Auditor's remuneration		
. Statutory audit services		
.. Current year	20,400	20,000
.. Previous year	708	(2,541)
Depreciation	173,469	49,821
Operating lease rentals	389,632	389,632

6. Employees and staff costs

Staff costs during the year were as follows:

	2020 £	2019 £
Wages and salaries	2,457,177	2,341,427
Social security costs	265,035	255,223
Other pension costs	334,379	583,458
FRS 102 pension charge	216,000	754,000
	3,272,591	3,934,108
Payments to agency staff and consultants	994,154	628,924
Other staff related costs	267,076	248,718
Redundancy payments	—	134,632
	4,533,821	4,946,382

Included within wages and salaries are fees paid by SCIE to consultants who are treated as employees for tax purposes but are not SCIE employees as defined by employment law and thus are not included within the average number of employees in the table below.

Payments to agency staff during the period reflect the need to have personnel in post in order to progress the work of SCIE. Other staff-related costs include expenditure in respect to staff training and reimbursed out-of-pocket expenses.

The average number of employees during the period, analysed by function, was as follows:

	2020 No.	2019 No.
Charitable activities		
. Business, Development & Delivery (BDD)	47	40
. Knowledge and Evidence	—	—
. Hosted services	7	7
Governance	1	1
	55	48

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2020 No.	2019 No.
£60,001 — £70,000	5	6
£70,001 — £80,000	—	2
£90,001 — £100,000	—	2
£100,001 — £110,000	1	—
£140,001 — £150,000	1	1

Contributions were made to a defined benefits pension scheme in respect to all the above employees.

The key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis comprised the Trustees, the Chief Executive, and the Chief Operating Officer. The total remuneration (including taxable benefits and employer's pension contributions) of the key management personnel for the year was £324,997 (2019 — £430,749).

7. Payments in relation to Trustees

In accordance with the charity's memorandum and articles of association, the Chair of the Trustees was paid £27,259 (2019 — £27,287) during the year for services undertaken in the administration of the charity. Two other Trustees were paid a total of £8,398 (2019 — two Trustees were paid a total of £10,069) on the same basis. The payment for such services has been authorised by the Charity Commission and is in line with the 2016 Charities Act.

Out-of-pocket travelling and subsistence expenses totalling £6,119 (2019 — £6,410) were reimbursed to seven (2019 — six) Trustees during the year.

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the year totalled £6,079 (2019 — £6,079) and provides cover of up to a maximum of £2 million (2019 — £2 million).

The charity made payments of £11,906 (2019 — £15,000) to Shared Lives Plus during the year. These payments related to the provision of services at arm's length from which no Trustee or senior executive benefited. To ensure full transparency, it is confirmed that Alex Fox is an employee of Shared Lives Plus.

The charity also made a payment of £6,581.25 to Mark Atkinson for consultancy services at a time when the previous CEO was stepping down and before the new CEO commenced. Mark stepped down as a Trustee during this time.

There were no other transactions with trustees or related parties requiring disclosure (2019 — none).

8. Taxation

SCIE is a registered charity and a company limited by guarantee and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

SCIE is registered for VAT but is partially exempt and so only able to recover a proportion of its input tax.

9. Tangible fixed assets

	Unrestricted funds			Restricted funds	Total £
	Computer and IT equipment £	Office furniture and fittings £	Leasehold improvements £	Computer and IT equipment £	
Cost					
At 1 April 2019	126,351	82,207	277,756	37,740	524,054
Additions	119,708	—	—	—	119,708
At 31 March 2020	<u>246,059</u>	<u>82,207</u>	<u>277,756</u>	<u>37,740</u>	643,762
Depreciation					
At 1 April 2019	126,351	77,312	55,552	37,740	296,955
Charge for year	39,903	1,632	131,934	—	173,469
At 31 March 2020	<u>166,254</u>	<u>78,944</u>	<u>187,486</u>	<u>37,740</u>	470,424
Net book values					
At 31 March 2020	<u>79,805</u>	<u>3,263</u>	<u>90,270</u>	<u>—</u>	173,338
At 31 March 2019	<u>—</u>	<u>4,895</u>	<u>222,204</u>	<u>—</u>	227,099

During the year, an additional charge of £90,271 was made in respect to depreciation on leasehold improvements. This arises due to the termination of the lease in relation to one floor of the charity's office accommodation with effect from August 2020 and the consequent amendment to the expected useful life of the above leasehold improvements.

10. Debtors

	2020 £	2019 £
Prepayments and accrued income	175,739	206,992
Rent deposit	116,890	116,890
Rebate on rent following termination of lease (see note 9)	72,236	—
Fees and other income receivable	651,876	1,628,970
	1,016,741	1,952,852

11. Creditors: amounts falling due within one year

	2020 £	2019 £
Expense creditors	66,138	104,179
Taxation and social security	116,531	264,492
Redundancy costs	—	109,040
Accruals	377,850	423,529
Deferred income (note 12)	68,947	41,750
	629,466	942,990

12. Deferred income

	2020 £	2019 £
Balance at 1 April 2018	41,750	147,303
Income received in advance	68,947	41,750
Released to statement of financial activities	(41,750)	(147,303)
Balance at 31 March 2019 (note 11)	68,947	41,750

Deferred income comprises funding received in advance from government and other agencies.

13. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of grants and funding held to be applied for specific purposes:

	At 1 April 2019 £	Income £	Expenditure		At 31 March 2020 £
			Direct costs £	Support costs £	
DHSC commissions					
Digital learning	—	668,000	546,021	121,979	
Ensuring stability	—				
Integration	27,527	75,000	80,027	22,500	
Prevention	—	758,000	580,020	177,980	
Best practice for workers	—				
Brokerage	—				
Safeguarding training	—	21,997	183		21,814
Innovation Network	93,669	80,000	129,572	31,775	12,322
PRU	—				
Think Local Act Personal (TLAP)	313,556	818,022	650,160	91,998	389,420
Supporting Each Other Equals Power	37,813	110,182	119,182	2,196	26,617
	472,565	2,531,201	2,105,165	448,428	450,173

	At 1 April 2018 £	Income £	Expenditure		At 31 March 2019 £
			Direct costs £	Support costs £	
DHSC commissions					
Digital learning	—	536,000	(416,000)	(120,000)	—
Ensuring stability	—	510,000	(365,672)	(144,328)	—
Integration	—	483,000	(309,673)	(145,800)	27,527
Prevention	—	122,000	(89,172)	(32,828)	—
Best practice for workers	—	60,000	(41,465)	(18,535)	—
Brokerage	—	150,000	(76,535)	(73,465)	—
LRS programme	—	45,000	(35,487)	(9,513)	—
Innovation Network	—	100,000	(6,331)	—	93,669
PRU	—	16,400	(16,400)	—	—
Think Local Act Personal (TLAP)	279,303	744,331	(618,078)	(92,000)	313,556
Supporting Each Other Equals Power	56,443	102,553	(119,171)	(2,012)	37,813
	335,746	2,869,284	(2,093,984)	(638,481)	472,565

The specific purposes for which the funds were to be used are as follows:

DHSC commissions

The Department of Health and Social Care (DHSC) provided funds to enable SCIE to continue to support DHSC policy development and sector-led improvement through the development of guidance, products and services that support safe, high-quality services. The commission includes:

- **Digital learning.** The DHSC provided funds to maintain our existing work on topics and policy priorities such as leadership, older people, and carers and provide social care videos, e-learning and digital resources to support the dissemination and adoption of good practice.
- **Ensuring stability.** The DHSC provided funds to maintain the provision of Social Care Online which is SCIE's most comprehensive searchable database of information and research on social care and social work. It also funded the development of digital tools and resources to support improvement.
- **Integration.** DHSC provided SCIE with funds to continue to update and improve the Integrated Care Research and Practice Hub, which aims to support practitioners with the planning, commissioning and delivery of coordinated person-centred care.
- **Prevention.** This fund has supported the development of a prevention library which is a single bank of evidence for preventive interventions in care and support to improve the way evidence is used and accessed.
- **Best practice for workers.** SCIE supported the development of integrated working through the dissemination of good practice through masterclasses, webinars, and the production of good practice.
- **Brokerage.** The project provided independent brokerage support to local health and care services in areas subject to Care Quality Commission (CQC) reviews. This enabled the summits to be well planned and attended at short notice and supported planning and facilitation to ensure that a consensus is built amongst systems' leaders on agreed actions.

Safeguarding training. The National Lottery Community Fund has provided the funds to support smaller faith-based organisations to access the Safeguarding Training Fund materials via regional workshops, webinars and a bespoke training course; and to work with user-led organisations supporting people with disabilities, to devise, pilot and implement a checklist, based on materials looking at safeguarding governance and accountability.

Innovation Network

The Department of Health and Social Care is funding SCIE, Think Local Act Personal (TLAP) and Shared Lives Plus to develop the Innovation Network to help local areas take innovative approaches to social care which work.

Think Local Act Personal (TLAP)

The Think Local Act Personal partnership comprises over 30 national and umbrella organisations representing the broad interest in personalisation and community-based support. SCIE hosts the central team and also provides back office services such as facilities, finance and HR support. The funds are provided by DHSC.

Supporting Each Other Equals Power

Funds have been provided by the Big Lottery to look into issues of exclusion, loneliness and insufficient support for people with learning difficulties.

14. Analysis of net assets between funds

	Unrestricted funds			Total 2020 £
	Restricted funds £	General fund £	Tangible fixed assets fund £	
Fund balances at 31 March 2020 are represented by:				
Tangible fixed assets	—	—	173,338	173,338
Net current assets	450,173	2,151,199	—	2,601,372
Pension liability	—	(3,078,000)	—	(3,078,000)
Total net assets	450,173	(926,801)	173,338	(303,290)

	Unrestricted funds			Total 2019 £
	Restricted funds £	General fund £	Tangible fixed assets fund £	
Fund balances at 31 March 2019 are represented by:				
Tangible fixed assets	—	—	227,099	227,099
Net current assets	472,565	2,716,284	—	3,188,849
Pension liability	—	(4,302,000)	—	(4,302,000)
Total net assets	472,565	(1,585,716)	227,099	(886,052)

15. Leasing commitments

Operating leases

At 31 March 2020, the charity had total commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2020 £	2019 £
Operating lease payments which fall due:		
Within one year	258,229	389,632
Between two and five years	641,757	1,298,773
	899,986	1,688,405

16. Pension commitments

The charity operates a pension scheme providing benefits based on final pensionable pay. The assets of the scheme are held separate from those of the charity, being invested with the Essex County Council Pension Scheme. The contributions are determined on the basis of triennial valuations by a qualified actuary using the projected unit method.

The most recent triennial valuation at 31 March 2019, showed that the market value of the scheme's assets was £6,711 million and that the actuarial value of those assets represented 97 per cent of the benefits that had accrued to members, after allowing for expected future increases in earnings. The principal assumptions made were that the investment returns would be 5.1 per cent per annum, the discount rate would be 4.5 per cent per annum and that salary increases would average 3.6 per cent per annum after 31 March 2020. For the three years to 31 March 2020, the assumed salary increases would be in line with the Consumer Price Index assumption, currently 2.6% per annum. No allowance was made for

possible discretionary increases in pensions beyond those prescribed in the scheme rules. The next formal valuation is at 31 March 2022.

Trustees receive regular reports on the pension scheme and monitor its performance. The Board has agreed a policy of building a reserve to meet its potential future liabilities.

FRS 102

Financial Reporting Standard 102 (FRS 102) requires the surplus or deficit on the Scheme as at 31 March 2020, calculated in accordance with the requirements of FRS 102, to be included on the balance sheet. For the purpose of FRS 102, the assets of the scheme have been taken at market value and the liabilities have been calculated by a qualified independent actuary.

In order to assess the actuarial value of the charity's assets and liabilities as at 31 March 2020, the actuaries have rolled forward the actuarial value of the assets and liabilities at 31 March 2019.

The major assumptions used by the actuary in preparing the FRS 102 figures were:

	2020 % per annum	2019 % per annum
Rate of increase in salaries	2.90	3.90
Rate of increase in pension payments	1.90	2.40
Discount rate	2.35	2.40
Rate of Inflation — CPI	1.90	2.40

The mortality assumptions used were as follows:

	2020 years	2019 years
Longevity at age 65 for current pensioners		
. Men	21.8	21.3
. Women	23.7	23.6
Longevity at age 65 for future pensioners		
. Men	23.2	22.9
. Women	25.2	25.4

The net movement in the FRS 102 liability during the year was:

	2020 £'000s	2019 £'000s
Net deficit in scheme at 1 April	(4,302)	(4,327)
Service cost	(703)	(1,417)
Net interest	(98)	(111)
Administration expenses	(6)	(8)
Employer contributions	487	663
Re-measurement of the defined liability	1,544	898
Net deficit in scheme at 31 March	(3,078)	(4,302)

Total expenditure recognised in the statement of financial activities (SOFA) was:

	2020 £000s	2019 £000s
Service cost	(703)	(1,417)
Net interest on the defined liability	(98)	(111)
Administration expenses	(6)	(8)
Total expenditure recognised in SOFA	(807)	(1,536)
Employer contributions	487	663
FRS 102 charge	(320)	(873)

The net gain recognised in the re-measurements in other recognised gains and losses was:

	2020 £000s	2019 £000s
Return of fund assets in excess of interest	(1,598)	694
Other actuarial gains/(losses) on assets	123	
Change in demographic assumptions	208	1,407
Experience gain/(loss) on defined benefit obligation	488	
Changes in financial assumptions	2,323	(1,203)
Remeasurement of the defined liability	1,544	898

Asset and benefit obligation reconciliation for the year to 31 March 2020:

	2020 £000s	2019 £000s
Opening defined benefit obligation	25,361	23,997
Current service cost	703	669
Past service costs including curtailments	—	748
Interest cost	604	615
Contributions by scheme participants	152	154
Change in financial assumptions	(2,323)	1,203
Experience loss/(gain) on defined benefit obligation	(488)	—
Benefits paid	(590)	(618)
Change in demographic assumptions	(208)	(1,407)
Closing defined benefit obligation	23,211	25,361

The above reconciliation includes the following amounts arising from wholly unfunded liabilities.

Unfunded benefit obligation reconciliation for the year to 31 March 2020:

	2020 £000s	2019 £000s
Opening defined benefit obligation	83	87
Interest cost	2	2
Change in demographic assumptions	1	(4)
Experience loss/(gain) on defined benefit obligation	2	—
Change in financial assumptions	(4)	2
Benefits paid	(5)	(4)
Unfunded scheme liabilities at 31 March	79	83

Reconciliation of opening and closing balances of the fair value of the charity's share of the scheme assets:

	2020 £000s	2019 £000s
Fair value of scheme assets at 1 April	21,059	19,670
Interest on assets	506	504
Return on assets less interest	(1,598)	694
Other actuarial losses	123	—
Contributions by employer	487	663
Contributions by fund participants	152	154
Administration expenses	(6)	(8)
Benefits paid	(590)	(618)
Fair value of scheme assets at 31 March	20,133	21,059

The charity's share of the assets in the scheme and the expected rates of return were:

	%	Value at 31 March 2020 £'000	%	Value at 31 March 2019 £'000
Equities	59%	11,785	62%	13,111
Government bonds	4%	868	5%	1,118
Other bonds	6%	1,220	6%	1,231
Property	9%	1,810	9%	1,872
Cash	4%	837	3%	555
Alternative assets	12%	2,319	10%	2,053
Other managed funds	6%	1,294	5%	1,119
Total market value of assets	100%	20,133	100%	21,059

Amounts for the current and previous four periods are as follows:

	31 March 2020 £'000s	31 March 2019 £'000s	31 March 2018 £'000s	31 March 2017 £'000s	31 March 2016 £'000s	31 March 2015 £'000s
Fair value of assets	20,133	21,059	19,670	17,806	15,199	14,641
Present value of scheme liabilities	(23,211)	(25,361)	(23,997)	(23,563)	(19,172)	(19,303)
Deficit in scheme	(3,078)	(4,302)	(4,327)	(5,757)	(3,973)	(4,662)
Experience adjustment on scheme assets		—	1,167	2,431	146	991
Percentage of scheme assets		0.0%	5.9%	13.7%	1.0%	6.8%
Experience adjustment on scheme liabilities		—	—	945	1	(2)
Percentage of scheme liabilities		0.0%	0.0%	4.0%	0.0%	(0.0%)

Contributions

The total contributions payable by the employer in the year were £334,379 (2019 — £474,418). At 31 March 2020, there was £Nil outstanding amount due (2019 — £nil).

The best estimate of contributions to be paid by the charity to the scheme for the year ending 31 March 2021 is £578,000.

17. Members' liability

In the event of the charity being wound up, members are required to contribute an amount not exceeding £1.

18. Post balance sheet events

Subsequent to the year end, the charity terminated the lease on one floor of the office accommodation with effect from August 2020.