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annual review 2003–4

social care
institute for excellence



SCIE's aim is to improve the experience of people who use social care services by developing and promoting knowledge about good practice in social care. We pull together knowledge from diverse sources through working with a broad range of people and organisations. We share this knowledge freely, supporting those working in social care and empowering service users.

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welcome to SCIE

Welcome to SCIE's first annual review, marking our third anniversary and coming of age. SCIE is the gateway to evidence-based information and practice for social care in England, Wales and Northern Ireland.

SCIE supports and champions the social care sector in England, Wales and Northern Ireland by providing up-to-date, evidence-based information about good practice and promoting the many examples of good practice that can be found in all areas of social care.

At the beginning of last year we introduced our first strategic work plan. One year on, we have made great progress. We have brought together service users, practitioners, policy-makers and academics in new networks, in conferences, events and seminars, and in the production of over 20 reviews, reports and practice guides.

SCIE hasn't done this alone. We established a dedicated participation team to ensure that our stakeholders are included in all of the work we do, a Partners' Council, a strategy forum for SCIE's stakeholders in which they can influence our work, and a Practice Partners' Network, with practitioners from the statutory, voluntary and independent sectors, to help test our practice guidance and get it out in the field.

This review will give you a flavour of the things we are proud to have achieved this year, and will demonstrate our commitment as supporter and champion of the social care sector.

Jane Campbell, Chair
Social Care Institute for Excellence

Bill Kilgallon, Chief Executive
Social Care Institute for Excellence



about us

What we do

SCIE works with people and organisations throughout the social care sector to identify useful information, research and examples of good practice. Using this information, we produce free publications available in hard copy and on the SCIE website, and run an extensive free online resource called the electronic Library for Social Care (eLSC).

Our publications and eLSC bring together existing information about particular areas of social care, draw out key messages for good practice and identify areas where more research is needed. Practitioners, researchers, service users and policy-makers use SCIE as a gateway to evidence-based information.

Who we work with

SCIE works with many individuals and organisations throughout the social care sector to ensure that our information is up-to-date and comprehensive. By working in partnership, our work will be trusted and supported by the people who use it.

SCIE's principal stakeholders and partners include:

- service users, carers and their representative organisations
- social care workers and managers in the voluntary, statutory and independent sectors
- national organisations in social care and related sectors
- policy-makers and government departments in England, Wales, Northern Ireland and Scotland
- social work educators, including academics, practice teachers and service users
- researchers.

our work

has centred on eight themes

children
and families'
services

participation

social work
education

knowledge
in social care

electronic
Library for
Social Care

e-learning

human
resource
development

adult
services

the year in brief

New publications

Knowledge reviews

SCIE produced knowledge reviews to improve understanding in the following areas:

- learning and teaching in social work education (communication skills and assessment skills)
- the adoption of looked-after children
- types and quality of knowledge in social care
- good practice in fostering
- improving the use of research in social care practice.



Resource guides

SCIE produced resource guides to provide people with, and direct them to, information about:

- working with families where parents have alcohol and mental health problems
- involving service users and carers in social work education
- teaching and learning communication skills in social work education.

Reports

SCIE produced reports on:

- using evidence from diverse research designs
- using systematic reviews of knowledge to improve social care
- user participation in the governance and operations of social care regulatory bodies.

Position papers

SCIE analysed the following topical issues:

- the effectiveness of childminding registration and its implications for private fostering
- the impact of service user participation on social care services.

Working with others

- SCIE launched the Partners' Council in March 2004.
- SCIE launched the Practice Partners' Network in November 2003.

Spreading the good news

- SCIE hosted 15 events ranging from seminars on fostering and parenting, to meetings at party conferences, to our bi-annual conference and consultations with service users and carers.
- SCIE showcased its publications at 30 conferences around England, Wales, Northern Ireland and Europe.
- SCIE staff spoke at and participated in over 100 conferences, events and seminars.

adult services

Over the last year, SCIE has been developing its programme of work on services for adults. Our focus is on effecting good outcomes for service users. Our commitment is to involve the people who use services in evaluating practice and creating effective guidance for commissioners and providers of services.

As part of this work, SCIE began looking at the future of social care to consider its present and future role. We are helping the Department of Health to develop their vision for the future of adult services by consulting with the people who know best – the service users.

During this period we also commissioned and developed a web-based resource for young people with learning disabilities and their families to help them make the transition from children's to adult services. The electronic resource will be launched late 2004 as part of the Big Tree website (www.bigtree.com).

Work was started on a practice guide on direct payments to identify key messages for good practice and on a review of different types of adult placements and person-centred planning.

“Users of social care are not passive recipients of treatment but active participants in their own care. They possess vital knowledge gained from first-hand usage of, and reflection on, interventions.”

SCIE knowledge review: Types and quality of knowledge in social care



children and families' services

SCIE's work on effective services for children and families has focused on good outcomes in fostering, the interface between children's services and adult services, parenting programmes and child protection.

During this period, we produced a research review and knowledge review on foster care practice to bring together what is known about effective fostering services and how this knowledge operates in practice. SCIE will use this evidence as the basis for an electronic practice guide in foster care, due in October 2004, which will be a central point for information about good practice in fostering.

Working with families often involves working across agency boundaries, which can present challenges for both

practitioners and families. SCIE believes strongly in the benefits of a joined-up approach to social care services. This year we produced a report and resource guide on working with families with parents who have alcohol, drug or mental health problems; we ran a practice implementation conference with the Joseph Rowntree Foundation and Research in Practice around this theme; and we established a network for professionals working across adult mental health and children's services.

During this period, SCIE also began collaborative work with the National Institute for Clinical Excellence to make recommendations on the use of parenting programmes for the treatment of conduct disorders in children.



“Care has brought me to realise that I am a person in my own right, but I know I have been very lucky – good social worker, good residential worker and good foster parent.”

Young person in care, SCIE resource guide: Promoting resilience in fostered children and young people

IMAGE SOURCE



e-learning

In Autumn 2003, the Department of Health awarded SCIE £2 million to develop e-learning in social care to make the best use of information and communication technologies for teaching and learning and to improve services to users and carers.

This year, SCIE has been developing its strategy, work plans and staffing structure for this project. We have appointed an e-learning Development Manager and have established a programme of work.

SCIE's e-learning programme will target known learning needs, such as the social work degree curriculum and the Topss England social care induction skills. It will

develop explicit instructional materials and programmes to address those needs. Other areas that will be developed include a sector-wide e-learning strategy, standards for the development of e-learning content in social care and an e-learning website to assist educators and learners both to find quality materials and develop their own.

SCIE has adopted a 'blended' approach to e-learning, where computer-based resources act as a support for, rather than a replacement of, face-to-face teaching and learning.



electronic Library for Social Care

The electronic Library for Social Care (eLSC) is a free online resource owned and managed by SCIE. It provides a single point of access to an extensive range of social care knowledge, including practice information, skills tutorials and around 70,000 abstracts of books, reports, research papers, journals, official publications and articles.

During the last year, SCIE began a major redevelopment of eLSC to make it easier to navigate and more accessible, and to expand the content and coverage and make it more widely known and used. SCIE will launch the redeveloped library in early 2005.

In 2003–4 we added over 2,000 books and nearly 5,000 articles on a variety of social care topics to eLSC, as well as a database

of key links in social care, containing details of public and voluntary organisations, user groups, specialist services and professional bodies.

In order to increase access to knowledge for anyone working in or using social care services, we developed a number of partnerships during the year. We have worked with both Research in Practice and the Centre for Evidence-Based Social Services to make the content of their databases available free of charge. We have also worked with the Centre for Policy on Ageing to make AgeInfo, a bibliographic database covering old age and ageing, freely available.



human resource development

The relevance of human resource management to staff morale, effective recruitment and reduced turnover is clear. Yet in every part of the social care sector human resource management remains underdeveloped. The implications of this affect not only staff but every aspect of the service provided to service users and carers.

This year, SCIE's focus was on leadership and the nature of leadership in the social care sector. Working with practitioners, we tested a development programme designed to help first line managers, their teams and their organisations to improve and sustain practice standards. The resulting *Leading practice: A development programme for first line managers* will be available on CD in October 2004.

Working with the Social Care Leadership Development Initiative, which SCIE chairs, we commissioned a major development programme for social care leaders. The programme will run from March 2005.

As part of its work on human resources in social care, SCIE also began work on a dedicated website that will act as a key point of information for human resource managers in social care and on a web-based audit tool that will enable organisations of any size to assess their own human resource practices.



knowledge in social care

What counts as knowledge is a key issue for SCIE. It is essential that the information we use and review to develop our practice guidance can be trusted.

During this year, SCIE has developed links with a number of organisations in the UK and overseas concerned with the use of knowledge in social care. We have been working together to share, develop and promote the use of evidence-based practice.

We have also worked to identify what types of knowledge SCIE should draw on and how to distinguish good quality knowledge from that which cannot be relied upon in policy-making and practice.

Demonstrating our commitment to an inclusive approach to knowledge-building, we value perspectives from diverse sources,

including service users and carers, practitioners, inspection bodies and researchers. We produced a report on using evidence from diverse sources that looks at current developments in amalgamating evidence from different kinds of studies.

Over the last year, SCIE has also looked at existing standards for gathering and using information, and has set two priorities:

- to promote and improve consultation between researchers and service users and carers so that the desired outcomes (that is, the practice change the researchers want to bring about) are based on what service users and carers want
- to develop ways of drawing out common findings from different studies about the experiences of service users and carers and the practice experiences of social care workers and service provider organisations.



participation

SCIE is committed to ensuring the participation of all its stakeholders in our work, and in 2003–4 we made significant progress in our aim of involving our stakeholders, including service users, carers, practitioners, researchers, providers, academics and other interested parties, in our work.

We established a dedicated team to ensure the participation of our stakeholders, in particular service users and carers, in SCIE's work. In addition, some of our board members and several of SCIE's staff also use social care services.

We began drafting a participation strategy to outline how we would ensure participation and began implementing some of the major goals of this strategy. We established our Partners' Council, which is made up of representatives from more

than 40 organisations and which advises SCIE's board on its priorities and programmes. We have also established our Practice Partners' Network, which is made up of 26 statutory, voluntary and independent organisations and which helps develop and test SCIE's publications to make sure they are fit for purpose.

In addition, quality assurance advisory groups have been set up to challenge the way SCIE works and advise on, for example, methodology, relevance and usefulness. We have also built up relations with key organisations such as the National Institute for Clinical Excellence.

Over the next year, SCIE will continue to build our relationships with stakeholders to ensure that our work is driven and accepted by the people who will benefit from it.



“At present [in council meetings] we have a specific strategy point on achieving a user focus. We hope in time we will not need one: it will be inherent in everything the council does.”

SCIE report: Users at the heart – user participation in the governance and operations of social care regulatory bodies



social work education

With the introduction of a social work degree in England in 2003 and in Wales and Northern Ireland in 2004, this year was the right time to consider the effectiveness of the education we are providing to tomorrow's social workers. As a result, SCIE has been looking at how core skills in social work education are taught, to ensure that what students learn is based on evidence and good outcomes for service users.

Our work has focused on the main curriculum areas on social work qualifying programmes – initially on how social workers learn assessment and communication skills. From these two studies we have realised that there is often a lack of consistent and coherent theory and understanding underpinning social work education. Largely, this can be attributed to few universities and educators having the means to undertake formal evaluation of

their teaching methods. As a result, we have been looking at ways to promote evaluation of social work education.

The involvement of service users and carers in the degree has been recognised as paramount in the Department of Health's *Requirements for social work training*. To help educators in fulfilling their role, we published a resource guide on involving users and carers in the design and delivery of social work education.

SCIE's work on social work education is disseminated to the heads of all social work qualifying programmes in the UK, to the UK care councils who regulate the programmes and to the employers' organisations who look after practice learning. SCIE's mission is to make up-to-date material on teaching and learning available in one place for all people involved in social work education.

“Getting social care staff to use research knowledge in their day-to-day work is a key aspect of the drive to modernise social care.”

SCIE knowledge review: Improving the use of research in social care practice

balance sheet

for year ending 31 March 2004

Fixed assets		
Computers and office equipment		49,551
Current assets		
Debtors	159,485	
Short term deposits	3,100,000	
Cash at bank and in hand	<u>170,221</u>	
		3,429,706
Creditors		
Amounts falling due within one year	<u>265,739</u>	
Net current assets		3,163,967
Total net assets		<u>3,213,518</u>
Funds and reserves		
Restricted funds		786,630
Unrestricted funds		
General fund		599,003
Tangible fixed assets fund		49,551
Designated funds	<u>1,778,334</u>	
		<u>3,213,518</u>

income and expenditure

for year ending 31 March 2004

Income		
Contracts, grants and service agreements		5,552,337
Interest		79,297
Miscellaneous income		<u>32,212</u>
		<u>5,663,846</u>
Expenditure		
Delivering SCIE's objectives		2,433,888
Support costs		937,107
Management and administration of the charity		284,683
		<u>3,655,678</u>
Surplus for the year		2,008,168
Balance brought forward		1,205,350
		<u>3,213,518</u>

Where did we get our money from?

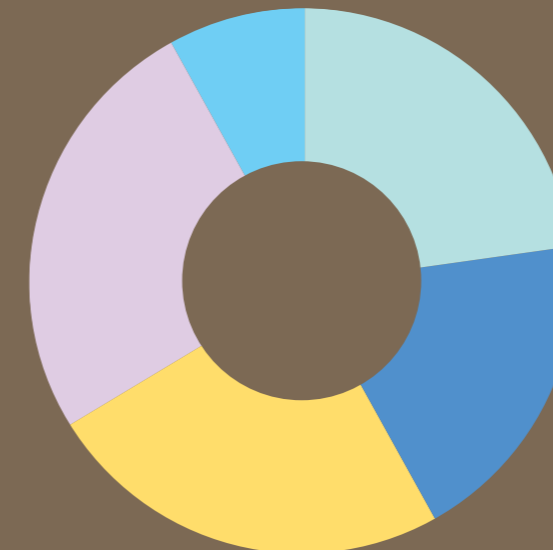
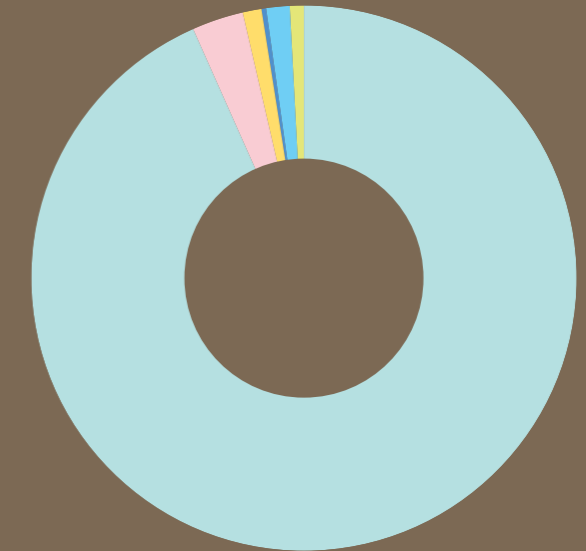
Department of Health	5,303,319
Welsh Assembly Government	170,000
The Scottish Executive	50,000
Joseph Rowntree Foundation	29,018
Bank interest	79,297
Other sources	32,212
	<u>5,663,846</u>

What did we spend our money on?

Collating the knowledge base	837,196
Translating the knowledge base into policy guidance and practice	697,074
Promoting guidance in order to enhance quality	899,618
Supporting SCIE's work	937,107
Managing SCIE	284,683
	<u>3,655,678</u>

Where did we get our money from?

Department of Health	93.6%
Welsh Assembly Government	3.0%
The Scottish Executive	0.9%
Joseph Rowntree Foundation	0.5%
Bank interest	1.4%
Other sources	0.6%



What did we spend our money on?

Collating the knowledge base	22.9%
Translating the knowledge base into policy guidance and practice	19.1%
Promoting guidance in order to enhance quality	24.6%
Supporting SCIE's work	25.6%
Managing SCIE	7.8%

trustees

Jane Campbell MBE

Chair of the board of trustees, Jane is a Disability Rights Commissioner and co-founder and Director of the National Centre for Independent Living.

Shokat Babul

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

Professor Peter Beresford

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

Ratna Dutt OBE

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

Dr Jon Glasby

Jon is Head of the Health and Social Care Partnership Programme at the Health Services Management Centre at Birmingham University. Jon is also a qualified social worker.

Dr Janet Lewis

Janet was, until her retirement, Research Director at the Joseph Rowntree Foundation. She is a trustee of the Thomas Pocklington Trust and is on the editorial board of the *Journal for Integrated Care*.



trustees

Professor Geraldine Macdonald

Geraldine is Business Director of Information and Knowledge Management at the Commission for Social Care Inspection and Visiting Professor at the Centre for Evidence-Based Social Services at the University of Exeter.

Paul Martin

Nominated to the board of trustees by the Department of Health, Social Services and Public Safety in Northern Ireland, Paul is Chief Inspector of the Northern Ireland Social Services Inspectorate and has responsibility for the Child Care Directorate.

Diana McNeish

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

Terry Philpot

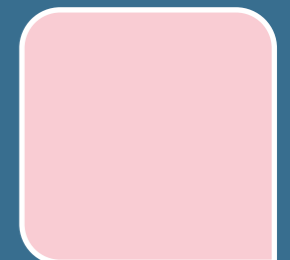
Terry is a writer and journalist on social policy and was formerly editor of *Community Care* magazine. He is also a trustee of the Centre for Policy on Ageing and of Rainer, an organisation providing services to under-supported young people.

Roy Taylor CBE

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

Gail Tucker

Gail runs her own independent social work consultancy. Formerly UK Chair of the British Association of Social Workers (BASW), Gail is now Chair of BASW's Independents' Forum.



executive management team

Bill Kilgallon OBE

Chief Executive

Prior to joining SCIE, Bill's roles included Chief Executive of St Anne's Shelter and Housing Action, an organisation he founded in 1971, Chair of the Leeds Teaching Hospitals NHS Trust and member of Leeds City Council. Bill has led a number of independent enquiries and is a Non-Executive Director of the Places for People Group.

Amanda Edwards

Head of Knowledge Services

Amanda has experience in policy, practice and service delivery gained from time in central and local government. Prior to coming to SCIE, Amanda was a Principal Policy Adviser at the Cabinet Office. She is also a Non-Executive Director of NHSU.

Victoria McNeill

Head of Corporate Services

Victoria is a qualified lawyer. She worked in private practice at Clifford Chance and then as in-house counsel within the Louis Vuitton Moet Hennessy group. Victoria is a Non-Executive Director of the Norfolk and Waveney Mental Health NHS Trust.

