



Working
together,
informing
change

The Social Care Institute for Excellence (SCIE) supports the transformation of social care by identifying and transferring knowledge about good practice. We ensure that the experiences and expertise of people who use services, their carers and workers are reflected in all aspects of our work.

Established in 2001, we are an independent charity, funded by the Department of Health, Department for Children, Schools and Families, and the devolved administrations in Wales and Northern Ireland. We support care services for adults, children and families and we work collaboratively with partners at national and regional levels.

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Introduction



2007/08 will be remembered as one of the most important years in social care and SCIE has been right at the centre of these developments.

Putting People First brought together the leading health and social care organisations to agree a new approach to personalised care. The agreement cements SCIE's role as the national organisation responsible for identifying, promoting and disseminating good practice. As a signatory to this concordat, we continue to inform the sector about what works – and what could work – across the world. We have also produced a rough guide to personalisation to help the sector to understand what it means, how it relates to current practice and its implications. Crucially, we have acted as a bridge between independent providers, and commissioners and policy makers. Working in partnership with English Community Care Association, Mencap and NAAPS, we ran a series of events looking at the support that independent providers require in order to transform their services over the coming years.

Amid strong competition, a consortium including SCIE, National Children's Bureau, Research in Practice and National Foundation for Educational Research won the bid to run the Centre for Excellence and Outcomes in Children and Young People's Services (C4EO). C4EO is now up and running, with SCIE leading on looked-after children, as well as producing and sharing resources for all themes.

SCIE also coordinated the successful sector-wide bid for a National Skills Academy for Social Care. This is a major coup for the sector. The academy, which will be established in 2009, will offer training and development support to care providers of all sizes and is the first welfare-related skills academy to be created.

We have continued to expand the range and format of our resources to ensure they are relevant, accessible and attractive. For example, organisations can personalise our booklet on coping with a hospital stay with their own local information, and print it themselves. Our series of interactive, online resources also continues to grow.

As well as increasing our profile at home, SCIE is expanding its reputation abroad. We are expanding its partnership with ANESM in France (Agence Nationale d'Evaluation Sociale et Médico-Sociale) who are keen to draw on SCIE's experience of identifying and disseminating good practice, and of joint work with colleagues in the health sector. We also gave evidence to the implementation committee of the Institut National d'Excellence en Santé et en Services Sociaux (INESSS) in Canada. INESSS plans to establish an organisation with the same aims of using evidence to inform and improve practice as those of SCIE.

‘Crucially, we have acted as a bridge between independent providers, and commissioners and policy makers.’

In order to respond rapidly and effectively to the changes within the sector, we have restructured the organisation and refocused our work around three key areas: transforming services for adults; supporting improvements in children's and families' services; and developing the workforce of the future.

As ever, our thanks go to all staff, board members and partners for their support and wise council over the last year. We will continue to work together to inform future change and improvement.



Julie Jones OBE
Chief Executive



Allan Bowman
Chair

‘SCIE will be expected to promote, identify and disseminate best practice and innovation, acting as a catalyst for system-wide transformation.’

**Putting People First,
Department of Health,
December 2007**

Spreading the message

At SCIE, we know that even the best information is useless if it cannot reach and engage its target audience. To ensure that all our stakeholders gain the greatest possible benefit from our work, we are always looking for new and creative ways to distribute and disseminate our resources and knowledge more effectively.



We have spent the last year producing a range of brand new e-learning resources, one of which won a major award from the Association of Learning Technology (ALT). These resources all combine video, audio and interactive features and are designed to make learning as accessible, enjoyable and memorable as possible.

One such resource is *Poverty, parenting and social exclusion*. This package explains and enlivens those central elements of poverty and social exclusion that most affect children and their families, to give practitioners a better understanding of the impact of poverty on family life.

‘Social Care Online is a fantastic service and has resulted in my being able to access up-to-date information that used to take me hours to trawl’

Tina Kukstas, Team Manager,
Gloucestershire Partnership Foundation Trust

Another resource, *Children of prisoners*, gives users an introduction to the effect of parental imprisonment on children. Many children face severe difficulties when losing a parent or carer to prison. This engaging resource helps users to understand the issues more thoroughly and explains current best practice.

Like other highly skilled groups, the 21st- century social care workforce is becoming increasingly sophisticated. We must look for new ways to connect with the workforce's rapidly evolving aspirations. One answer is Social Care TV. This innovative online service offers a new way of providing knowledge interactively. We have worked hard to develop SCTV this year and will expand it further in 2009.

SCIE is always keen to work in partnership with other social care experts and has been collaborating closely with academics and sector colleagues to develop the Good Practice Framework. This web-based tool helps to identify good practice in social care so that it can be spread more widely to other professionals.

The framework offers a useful sounding board for work in progress, as well as a format to enable good practice work to be shared more easily. This tool will help social care staff to find out who else is interested in similar work and to search the knowledge available on our huge database, Social Care Online.

SCIE's impact is considerably enhanced by a regular article in *Community care*. Besides raising our profile within the social care community, this gives us a valuable opportunity to analyse research conducted into specific social care practices. The article provides a new platform through which we can promote SCIE research briefings and other new resources and this year we will continue exploring further ways in which we can spread the SCIE message about good practice even more widely.



Active participation

SCIE is committed to promoting the participation of people who use services and their carers. Increasing user and carer participation is now firmly on the social care agenda. It is clear that, despite the benefits that engaging users and carers in service development can bring, it remains a complex and challenging area.



This year SCIE has focused on addressing three key issues which present barriers to the development of meaningful and effective participation.

First, there is a need to find out precisely what difference participation is making to services and how best to measure this impact. To date, participation work has tended to focus on establishing the right values and processes.

Thinking through how to measure the impact of participation has not been a priority. Our valuable new resource guide, *Participation: finding out what difference it makes*, is intended to go some way towards filling this gap. It provides easy-to-follow advice and guidance for anyone who is considering undertaking an evaluation of their participation work.

Secondly, it is essential that participation activity is fully inclusive and does not exclude people from marginalised and seldom-heard groups. SCIE's latest position paper; *Seldom heard: developing inclusive participation in social care*, offers a practice framework to help practitioners and managers enable the inclusive, everyday participation of people from 'seldom-heard' groups.

Thirdly, the benefits system presents major barriers to properly recognising and rewarding users for their contributions to service improvement. With our partners (Skills for Care, Commission for Social Care Inspection, General Social Care Council and Shaping Our Lives) we



organised a seminar to look at this issue. *Benefit barriers to involvement: finding solutions* is a joint publication which reports on the seminar.

SCIE and partners have commissioned Milton Keynes Citizens Advice Bureau to operate an Involvement Helpline. This confidential telephone advice line provides a free tailored service to users about what fees and expenses they can receive for involvement without affecting their benefits. This unique and innovative service is available on a subscription basis.

SCIE remains committed to ensuring that equality and diversity is at the heart of our work. We have undertaken a number of initiatives, including providing mandatory equality and diversity training for staff, and organising seminars for staff and partner agencies to raise awareness of the issues faced by particular stakeholder groups, including refugees, asylum seekers, gypsies and travellers.

Case study

Wendy Lehmann, Chief Executive, Milton Keynes Citizens Advice Bureau

‘ Many people who use services can be reluctant or unable to contribute to the development and shaping of social care services because of the risk to their benefit from any recognition or remuneration arising from their involvement. The Involvement Helpline comprehensively assesses and examines the individual’s current circumstances and the offer of involvement. It advises on any effects involvement may have on the individual’s income and it challenges statutory agencies if and when benefit rules are erroneously applied.

The information obtained from the Helpline project is fed up to policy makers at a national level to highlight inconsistencies and barriers to involvement. The Helpline is growing and becoming more successful as it addresses an unmet need. We would like it to have enough subscribers to be completely financially viable and sustainable.

SCIE, with the Commission for Social Care Inspection, General Social Care Council and Skills for Care, has been a key partner in the formation and development of the Helpline project. The project would not have been possible without SCIE’s commitment, expertise and support.’

Around the UK

As part of our work in support of Putting People First and Transforming Social Care, SCIE is keen to have more presence in the regions. This will increase our opportunity to identify good practice and disseminate our evidence-based guides, with a view to implementing change and improving outcomes for people who use services.

During the past year we have sent an 'offer' to all nine English regional Joint Improvement Partnerships (JIPs), outlining how we can support them to meet their priorities in relation to the personalisation agenda and changing workforce.

We have started work on a pilot project in the south east to test out an approach which involves the recruitment of SCIE champions who will help with dissemination and implementation. We have worked very closely with Skills for Care in the south east to identify people from across all sectors and the champions will help us to identify how best to get our materials into practice.

We have also started work with the north west to develop knowledge management systems within the region. We have set up a joint advisory group with the region's senior managers and expect to appoint a local lead to take the work forward.

SCIE has also started planning work in eastern region, the north west, London and the West Midlands, and we are looking forward to working in partnership with colleagues across those regions in the coming months.

SCIE is committed to ensuring that residential care for children is a positive experience. Homes that provide a strong, nurturing culture can give vulnerable children the expert care they need.

We recognise that workers and carers can often find themselves in challenging and disruptive situations. SCIE produced a new knowledge review focused on how best to manage challenging and disruptive situations so that looked-after children can be kept safe. Research was carried out in Northern Ireland.

The report, *Looking out from the middle: user involvement in health and social care in Northern Ireland*, offers a short summary of the history and principles of user involvement before describing the current situation in Northern Ireland.



It discusses how social care users could become more involved in the work of SCIE, the Northern Ireland Social Care Council and the region's Regulation and Quality Improvement Authority. It recommends how best to develop strategies for future social care users.

The Welsh Assembly Government has been working to strengthen the professional leadership role of the Director of Social Services, their accountability and the maintenance of the coherence of services. This follows from the implementation plan for Fulfilled Lives, Supportive Communities, the ten-year strategy for social services.

SCIE assisted this work in Wales to develop guidance on the role of the Director of Social Services, with SCIE Chair Allan Bowman chairing a task group of Welsh Assembly and stakeholder interests.

Case study

Carl Biddle, Senior Regional Development Officer, Skills for Care

‘Skills for Care (SfC) is working with SCIE on a regional champions approach to using information more strategically. The vision is for SfC to disseminate SCIE’s resources to stakeholders, ensuring that the knowledge produced gets into the right hands.

Regional champions will work with social care professionals and the voluntary and independent sector to use research to implement better practice. This is a step towards greater joined-up working – making what SCIE and SfC do more tangible and meaningful for the workforce.

Working regionally is important as stakeholders identify with regions, which may have specific needs that are not shared nationally. Working on this micro level, it is possible to encourage greater engagement from the workforce.

In providing support to meet the transformation of social care services, champions will also make services more responsive to people who use services and carers. The most important overall outcome is to have a more personalised service. Joint working produces a process that can meet this aim far better than working in isolation can. It is easier for people using services to see organisations all working towards the same goal.’

Adults' services

Delivering the objectives of **Putting People First** will require significant changes in adult social care. SCIE supports the vision of greater independence and choice for people who use services and carers, regardless of whether the services are self-funded or provided publicly. SCIE was pleased to be a signatory to this important document.

We are pleased to be working closely with providers in the statutory, voluntary and private sectors in order to promote the ability of service users to have more choice and a greater say in the services they receive.

People who use health and social care services have a fundamental right to be treated with dignity and respect. SCIE's Dignity in Care project began in 2006 and initially focused on older



people. Run in partnership with the Department of Health (DH), our campaign has since been expanded to include people with mental health needs.

SCIE has worked closely with the DH to produce clear, good practice guidance to ensure that everybody knows how best to treat older people, and those with mental health needs with the dignity and respect that they deserve.

This year, we extended our *Dignity in care* guide to cover legislation supporting the rights of people (particularly adults) to dignity and respect when they use health and social care services.

The guide helps social care practitioners and commissioners to understand the way legislation protects people's rights to be treated with dignity. It describes how the Human Rights Act 1998 and other important

legal provisions operate in practice before suggesting ways in which apparent conflicts between the legal responsibilities placed upon practitioners and commissioners and the human rights of people who use services may be resolved.

The Mental Capacity Act 2005 took the important step of presuming an individual possesses sufficient mental capacity unless proven otherwise; it also ensures that individuals must be given all appropriate help before anybody concludes that they cannot make their own decisions. It is therefore central to SCIE's shared vision of promoting independence, choice and dignity in health and social care provision.

In the past, we have produced training materials to support this new Act. SCIE has now been commissioned by the DH to oversee the implementation of the Act and we are working with both the Department and the Welsh Assembly Government to ensure the effective and efficient implementation of this important legislation.

This role will enable us to include the enormous range of resources that already exist, including DVDs, guidance and training materials. Many of these have been produced by organisations that work with a number of different groups and by incorporating their work we can ensure that all relevant groups and individuals receive the protection and independence given by the Act to make important decisions and choices for themselves.

Case study

Des Kelly OBE, Executive Director,
National Care Forum

‘The National Care Forum (NCF) represents the interests of not-for-profit health and social care providers in the UK.

The NCF has been working with SCIE since we were created five years ago. I have worked with SCIE on a number of projects, most notably *My home life* and the improving residential care work.

I think that care home services used to work on the margins of social care policy and SCIE's work has helped to bring it closer to the mainstream. Its remit to raise the profile of the personalisation agenda has also helped to improve existing care services.

It can be very difficult for people working in the care sector to keep up to date with good current practice. SCIE has put a lot of work into this area – most notably the *Dementia guidelines* with NICE and *Dignity in care* – and has provided people working on the care frontline with much good practice guidance.

SCIE needs to continue its good work in actively engage the sector – bringing networks together and involving people as much and early as possible.’

Putting people first

Personalisation represents a new development in health and social care that will bring enormous benefits to both service users and carers. SCIE is fully committed to Putting People First, the Government's vision for the future of adult social care.

‘The Partners’ Council remains a regular source of extremely useful and informed discussion and advice.’



We are determined to fulfil our defined role to ‘promote, identify and disseminate best practice and innovation, acting as a catalyst for system-wide transformation’.

At the heart of Putting People First is a vision that everybody receiving care support will have choice and control over how that support is delivered. To deliver this transformation in adult social care, the document sets out how central and local government, public sector professional leaders, providers and regulators have agreed to work together.

The personalisation agenda is intrinsic to the future of social care. In order to discuss more effectively the main issues involved, SCIE hosted a specialist seminar: *Personalisation: implications and support for independent care providers*. A number of experts, including policy makers, regulators and providers were invited to provide a full range of views and to help us anticipate the different opportunities and challenges that we expect personalisation and self-directed care to present.

To complement this work still further, SCIE has been working closely with our Partners' Council in order to understand more fully the perspectives of people who use services. Like SCIE, the Partners' Council agreed that Putting People First heralded major and extensive changes to social care services and there are plans to use our joint session to further inform its own work.

These consultations on personalisation and co-production have had a direct influence on the direction of SCIE's work. We have identified the need for concise yet thorough overviews of the personalisation agenda and SCIE is beginning by producing a rough guide to personalisation and continuing with a series of briefing summaries.

From SCIE's perspective, the Partners' Council remains a regular source of extremely useful and informed discussion and advice. Our close relationship ensures that SCIE's work will continue to reflect the needs of people in the social care sector – particularly those who use services and carers.



Case study

Jo Williams, Chief Executive, Mencap

‘Mencap is the leading UK charity for people with a learning disability and their families.

People who use services need access to services. It is imperative to provide high-quality information for people to make informed choices.

We are working with SCIE on the transformation of social care. The person-centred approach offers choice and opportunities and SCIE is working with both statutory and independent sectors to develop this.

Services need to offer choice and empowerment. There needs to be a commitment to change and people working on the front line need to be appropriately trained.

We must embrace personalisation as a means of improving quality of life. A lot of what's happening now is uncertain – an act of faith. If we evaluate work, it reassures us that we are doing the right thing. SCIE is leading the way.’

Working with older people

Our population is ageing. As society grows older, so our health and social care system must also evolve. This requires us to place a greater emphasis upon giving older care users independence and real choice over the services they receive.



SCIE has a new publication, *Helping you through a hospital stay: Information booklet for older people*. It was written and developed with the input of an advisory group of older people who have first-hand experience of going into hospital and contains information that they felt would be useful for others in a similar position. Age Concern and the Alzheimer's Society were also involved with the development.

The booklet helps older people to understand and manage the natural feelings, anxieties and concerns that many experience when they are entering or leaving hospital. It also suggests how older people can be involved in their treatment and care, and in planning for their return home.

We are delighted that those working with older people – including carers, relatives and friends – have found it to be an invaluable resource. We have now taken the online version of this booklet to a wholly new level of personalisation by enabling service providers to produce a bespoke version of the booklet that is tailored to their own organisations or to the specific needs of individual people using services.

In the past year, SCIE has also produced research briefings that examine topical issues affecting older people. One resource discusses the issues surrounding the identification of

older people who have dual sensory loss resulting from a combined hearing and sight impairment (deafblind). It found that a greater awareness of how to identify and support dual sensory impairment could help older people live independently for longer.

Another new SCIE study examines new technologies that may help older people in their everyday lives. Major technological advances have been made in assistive technology for people aged over 65. 'Telecare' devices can offer older people a far more independent lifestyle, and our study provides examples of good practice.

SCIE is committed to passing on best practice and new developments in the treatment of older people to future health and social care workers. We are also keen to ensure that this information is made as accessible and engaging as possible, so we have produced a new e-learning resource, *An introduction to the mental health of older people*. This encourages interactive learning and can be used with students in a classroom, integrated within an organisation's existing training programme or even used as self-study materials by individual students. In addition, this year we established a partnership with the University of Surrey to enable students using this innovative teaching resource to gain 10 credits towards a university award.

Case study

Sarah Crosse, nurse, Royal United Hospital, Bath

‘I am a nurse, and SCIE’s *Helping you through a hospital stay* has raised my own and hospital colleagues’ awareness and understanding of discharge arrangements. It has helped us be more aware of the issues that impact on people’s coping and recovery. It has also helped patients be more prepared before and after they are admitted to hospital.

Helping you through a hospital stay is very comprehensive and is of interest to many groups. I’m sure it would inform many patient and carer groups as well as Friends of the Hospital.

The booklet has confirmed many of my work practices. It has also encouraged me to more regularly mention recovery to the patient, and how the person visualises themselves coping.

We are all linked and offer services to the same populations – the elderly, vulnerable and people with long-term health and social difficulties. The booklet shows why it is important to produce good practical guidance to achieve inspirational standards. Core minimum standards by which to measure performance and quality help to create a good patient experience.’

Promoting mental health

One in four of us will experience a mental health problem at some point in our lives. Yet mental health issues still carry enormous stigma across all communities.

‘It’s nice to know that if users search through Google for... ‘mental health e-learning’ our e-learning resources come up **first**’

Any modern mental health system must address this stigma. Moreover, an integrated system has to focus on the needs of previously untargeted groups in order that everybody has equal access to the most effective possible care.

A recent SCIE resource guide, *Commissioning and providing mental health advocacy for African and Caribbean men*, examines how best to help African and Caribbean men to obtain the mental health services to which they are entitled. These communities often report negative experiences of the mental health system, including discrimination and social exclusion. Aimed at commissioners and providers of advocacy services, the report examines why these groups experience these problems and what can be done to improve the situation.

Personalisation is central to the future of health and social care services and all users deserve the same independence and choice in their care provision.

The review, *Supporting people in accessing meaningful work: Recovery approaches in community-based adult mental health services*, focuses on an approach to delivering mental health services that can successfully deliver personalised support for people who use services trying to access new opportunities for employment, education and meaningful occupation.

‘SCIE is a democratising organisation – treats people equally and allows everyone to participate.’



Case study

Zemikael Habte-Mariam, Project Manager, Equalities National Council and member of the SCIE Partners' Council

‘SCIE is an organisation that spreads good practice and knowledge. It shares experience. It is a democratising organisation – treats people equally and allows everyone to participate. Diverse organisations are represented on the Partners' Council. I cherish the fact that we work in small groups. Small groups increase involvement. We all learn a lot and the feedback is instant.’

Advocacy is a tool for empowering. There are a lot of advocacy organisations but they need to come together and discuss common issues. SCIE's resource guide *Commissioning and providing mental health advocacy for African and Caribbean men* has led to more active involvement. Discussion groups have learned to be more proactive, more enabled and more able to manage themselves.

The project shows that research is best when it is involving, not imposed, self-advocating and promoting independence. Information should be engaging and there should be exchange of ideas. When research is commissioned, people who use services should be involved in the production and structure of the project. Their experience and knowledge gives added value.’

Supporting children and families

Social exclusion can span generations, damaging lives for decades. New developments in health and social care aim to tackle this by supporting greater social inclusion among vulnerable families.

‘Living in poverty makes parenting more difficult and can impair children’s health and development.’



‘Social exclusion can span generations, damaging lives for decades.’

SCIE has produced a range of highly accessible resources that examine the key problems faced by parents that can prevent greater social inclusion among families.

Chief among these issues is poverty. The link between poverty and social exclusion is now well-established. Living in poverty makes parenting more difficult and can impair children's health and development: families living in poverty are the group most likely to come into contact with children and families services, often involuntarily.

Greater understanding of what poverty actually means has been hindered in part by its many different technical definitions. This year SCIE produced an innovative and interactive e-learning resource – *Poverty, parenting and social exclusion* – that is designed specifically to help social care workers see beyond the definitions and understand much more fully how exactly poverty can affect people's lives.

SCIE worked closely with the anti-poverty organisation ATD Fourth World to develop this multimedia resource, which includes videos and case studies of families affected by poverty. Workers can watch individuals who have experienced or are experiencing poverty explain what it means to them. The resource will help workers to develop a more thorough and sensitive



understanding of the different aspects and implications of poverty and social exclusion on the day-to-day lives of families. It highlights the judgements that social workers might unwittingly make about people's circumstances and behaviour.

A second major obstacle to social inclusion is involvement with the criminal justice system. It is estimated that around 162,000 children in the UK are affected by parental imprisonment every year. Research shows that children of prisoners can experience severe difficulties and are less likely than other children to achieve the outcomes set out in the Government's Every Child Matters framework.



A new resource guide, *Children of prisoners – maintaining family ties*, brings together for the first time useful resources and research about maintaining family ties for children of prisoners. The findings show the ways parental imprisonment can affect the long-term social inclusion for their children.

As well as reviewing the literature the guide provides examples of current practice in England, Scotland and Northern Ireland that supports the social inclusion of children of prisoners and their families. It demonstrates how this issue cuts

across many sectors, arguing a multi-agency response if outcomes for this group of children are to be improved.

SCIE's research this year has also considered how domestic violence can form a barrier against greater social inclusion for families. Our research briefing, *Children's and young people's experiences of domestic violence involving adults in a parenting role*, focuses on children and young people who experience domestic violence between their parents or carers, including previously married or cohabiting adults, lone, two-parent and step families.

We have also produced two new research briefings that examine the difficulties faced by families where parents have mental health problems. The first, *Experiences of children and young people caring for a parent with a mental health problem*, examines the experiences of children and young people under 18 years of age who care for a parent or parents with 'serious' or 'severe' and 'enduring' mental health problems.

The second report examines the individual and informal sources of either stress or resilience in families where one or both parents have mental health problems. A third report will be a systematic review that focuses on the role of service interventions in these complex circumstances.

‘I think that SCIE understands the way practitioners think.’

Case study

Steph Langley, Professional Development Officer, Hampshire Social Services

‘I work with children’s sector social workers who are undertaking or who have completed PQ training. We have set up discussion forums as part of PQ Award Holders ongoing professional development and we discuss issues raised by the briefings. *Research briefing 24: Experiences of children and young people caring for a parent with a mental health problem* has been particularly useful in planning a forum looking at how mental health problems affect parenting.

SCIE’s research briefings encourage practitioners to think about what they are doing and underpin their practice with a research base. Post Qualification Framework (PQF) level practitioners appreciate up-to-date information and research and discussion forums help to expand this knowledge using concrete examples from practice.

Good practice guidance is really helpful for social workers – who are constantly working under pressure. It acts as a pointer and raises issues that are pertinent to them. I think that SCIE understands the way practitioners think. Social workers I work with are incredibly busy and so it is really helpful to be able to draw on relevant and up-to-date research from SCIE to support them with their work and CPD activities.’

Children's health and wellbeing

In the past, children living in the most challenging circumstances or with medical problems have too often found themselves excluded from society. SCIE's work will keep promoting social inclusion for children who are particularly vulnerable or have complex health care needs.

SCIE is publishing new research and reviews that provide practitioners with a deeper understanding of these complex problems.

As well as reviewing the relevant research, *'Necessary stuff' - The social care needs of children with complex health care needs and their families* consults children, and families of children, with complex health care needs and identifies examples of existing good practice in service provision. The review helps commission, design and deliver services to meet their needs.

Our research briefing, *Factors that assist early identification of children in need in integrated or inter-agency settings*, investigates the factors that help social care workers to identify children in need at an early stage. Building upon the Every Child Matters initiative, this research briefing considers how children's services in England and Wales have been refocused towards prevention and early identification of vulnerable children who need protection and support.



‘SCIE’s work will keep promoting social inclusion for children who are particularly vulnerable.’

Case study

Helen Attewell, Chief Executive, North Eastern Prison After Care Society (NEPACS)

‘There is a real gap in provision of training resources designed to raise the awareness and knowledge around the issues facing children of prisoners. SCIE’s resource guide *Children of prisoners – maintaining family ties* and its e-learning resources *Children of prisoners*, fills this gap by facilitating wider access to knowledge, raising awareness and working in unison with other resources already available to practitioners.

SCIE’s new *Children of prisoners* e-learning resources have the potential to positively impact on practice change through raising knowledge and awareness of issues facing this group of vulnerable children amongst practitioners working with them.

At NEPACS we plan to use the e-learning resources as part of group training sessions and to make them available to individual practitioners to dip in and out of as needed. As the resources were designed to be accessible and relevant to varied audiences I will also be recommending their use to teachers and social workers that we work with.’

Centre for Excellence and Outcomes

Central to SCIE's role is our commitment to supporting effective and sensitive provision of children's and families' services.

Together with consortium partners the National Children's Bureau (NCB), Research in Practice (RiP), and the National Foundation for Educational Research (NFER), this year we successfully bid to run the new Centre for Excellence and Outcomes in Children and Young People's Services (C4EO).

Funded by the Department for Children, Schools and Families (DCSF), C4EO is a dynamic new three-year project developed for the children's sector, by the children's sector.



C4EO will identify and coordinate evidence of 'what works' at a local, regional and national level. It will create a single, comprehensive picture of effective practice in delivering children's services. The Centre will offer valuable and practical support to local authorities and their Children's Trust partners by working with them to help improve outcomes for children, young people and their families.

C4EO will focus its work the six national themes: early years; disability; vulnerable children (particularly children in care); youth; parents, carers and families; and schools and communities.



Alongside SCIE and our three consortium partners, C4EO is supported by a number of strategic partners. These include the Improvement and Development Agency, the Family & Parenting Institute, the National Youth Agency and the Institute of Education.

In addition, we are working closely with the Association of Directors of Children's Services, the Local Government Association, the NHS Confederation, the Society of Chief Executives, Ofsted and the regional Government Offices.

SCIE is looking forward to this exciting new project and to working with the UK's leading children's organisations. We are all committed to delivering excellence for children's and families' services.

Case study

Christine Davies CBE, Chief Executive, Centre for Excellence and Outcomes in Children and Young People's Services (C4EO)

‘The launch of Every Child Matters in 2003 led to a transformation agenda for children and young people's services across England

C4EO is the result of a need to capture and spread knowledge about 'what works' to professionals in the children's sector and offer assistance to local authorities and their partners to use this knowledge. Through this sector-led approach, C4EO will be able to support practitioners across the children's sector in improving services, and in turn, help transform outcomes for children and young people, particularly for those who are most vulnerable. I for one am looking forward to putting this work into practice. We can make a real difference to children's services.

SCIE is playing a crucial role within the Centre – leading on publishing and sharing resources, and acting as theme lead on vulnerable children.’

Developing the workforce

Social care services are a central element of our social fabric. Services are delivered in almost every conceivable location: within people's own homes, care homes, day care, hospitals and the wider community. In total, 1.3 million people work for local councils and in private and voluntary sectors to deliver social care services in England.



Any changes in social care strategy have huge implications for the social care workforce. Putting People First, the Government's strategy for the transformation of health and social care, will give users and carers far more independence, choice and control over the services they receive.

Putting People First is changing the social care landscape, so the modern workforce must also adapt if it is to keep pace and deliver the services that will transform people's lives. Putting People First needs workforce to work flexibly across organisational and professional boundaries; manage risk and strike a balance between

protecting vulnerable people and enabling them to determine their own lives. Most of all, the workforce needs the skills and the willingness to work effectively in partnership with people who use services, carers and volunteers.

SCIE is helping to prepare the social care workforce to deliver this vision and to prepare leaders for the challenges that lie ahead. We know that good people management ultimately results in an improved experience for people who use services.

SCIE will support the new National Skills Academy for Social Care, which will be the first welfare-related skills academy. It will target training and development support to all social care workers in England

Our innovative People Management website is already contributing to the daily practices of managers, practitioners and HR professionals. The website's online interactive audits help people to assess and improve their staff management skills. It contains a large database of resources, including good practice information, articles, research, and links to websites and other

organisations. SCIE's People Management Network encourages the sharing of ideas, problems and good practice to help organisations that are seeking to improve their people management policies and practice.

We have published a new knowledge review, *Improving social and health care services*. This explores the practical ways in which organisations can bring about sustained improvements in social and health care services. The review highlights the importance of involving employees and stakeholders in service improvements, as well as the need for dynamic leadership to propel change and improvement.



For Putting People First to achieve real success and deliver lasting results, it clearly must work in even the most unexpected situations. Another knowledge review, *Caring in a crisis: The contribution of social care to emergency response and recovery*, was recently published to coincide with the Pitt Review, which addressed lessons learned from the 2007 UK floods.

This review examines the contribution made by both voluntary and statutory social care services in co-ordinating and delivering essential psychosocial support following an emergency or major incident. In particular it focuses on how social care services can best engage and involve local communities in planning responses and recovery, ensuring that, in emergencies, service users and carers have a say in the services they receive.

It is important that the changes required by Putting People First have a strong bedrock. SCIE recognises that today's social work students will be tomorrow's workforce, shaping practical social care in the years to come. We therefore work closely with educational institutions, using many different channels to develop new resources that will inform and spread the best current practice. Our campaign to promote good practice in social work has also been extended in the past year and now involves more than 80 universities across England, Wales and Northern Ireland, giving even more social care students the best possible start in their career.





‘SCIE recognises that today’s social work students will be tomorrow’s workforce.’

Case study

**Jane Ashcroft, Director of Care Services,
Anchor Trust**

‘SCIE is recognised within the sector for promoting good practice in the care of adults and children and is promoted by professional bodies as a source of up-to-date information and research into social care practice.

The SCIE website and publications are excellent in helping us to produce information and guidance on good practice for our diverse workforce. To date, this has included resources on falls, end-of-life care, assessment of mental health and dementia practice.

I also recently took part in the SCIE seminar *Personalisation and the independent sector*. Events such as these are crucial ways of ensuring that best practice is shared across the sector. Older people’s needs and aspirations are changing and disseminating good practice helps providers such as Anchor to anticipate these changes and continuously evolve. This is particularly important in a field where many of our customers are vulnerable.

SCIE is a catalyst for change in the sector; ensuring that innovative ideas are shared and driving a more customer-focused approach to care. This focus on good practice and dissemination is critical at a time when services have a high profile and much of the media coverage is of poor service quality.’

Improving knowledge

SCIE's role is to ensure that research which is rigorous, accessible and of practical use supports the delivery of good social care. Research is what SCIE is all about and it underpins everything we do. The good practice guidance we produce, based on the best available knowledge and evidence, gives our work the credibility to be taken seriously, listened to and acted upon.

The fundamental changes taking place in health and social care make research more valuable than ever before. SCIE is responsible for investigating best practice, discovering what works and finding ways to disseminate our findings so that those who use services can benefit.

SCIE has had a busy year developing and extending our research activities to suit the landscape and requirements of 21st-century social care. We operate the UK's most extensive free database of social care information, Social Care Online, and this year refreshed it to ensure it is more accessible and even easier to use. We added nearly 10,000 new abstracted and indexed references in 2007 and the site's content now includes visual material, such as DVDs, videos, and e-learning resources.

A new 'Key Resources' function on the site's home page highlights current and interesting issues and enables users to find the main reading on each subject in just one single click of their mouse. Users can also sign up to 'My Social Care Online' to get a service tailored to their own needs and interests.



Meanwhile, our Research Register for Social Care records social care research that has been subject to independent, ethical and scientific review. In the last year, its content has been further enhanced by working in partnership with the National Foundation for Educational Research to add content covering current education and children's services research.

We have also produced a wide range of research briefings addressing issues involving all sectors of social care. These clear, concise and focused pieces of work provide busy policy makers, social work professionals and people who use services with an easy introduction to important subjects without demanding too much of their time. We intend to continue building upon this essential research work over the next 12 months.

Case study

John MacDonough, Senior Lecturer in Social Work, London South Bank University

‘I first encountered SCIE’s resources when they were recommended to me as a social work student at Brunel University. When I went on to practise social work in Southwark, these resources became invaluable to my work; particularly Resource guide 2 on involving services users and carers in social work education, and Resource guide 7 on participation. The evidence-based approach was very helpful when it came to inspecting homes and planning care.

Now, I constantly refer to SCIE’s resources in my teaching and recommend them to my students. I know that SCIE can be relied upon to communicate good practice standards through respected authors and a consistent approach.

The SCIE website is easy to navigate, so you can see exactly where to go for the information you need. It is fantastic that all of these resources are freely available and so easy to access. Where social work students and practitioners use SCIE resources, a real impact can be made in terms of raising awareness of issues and fostering good practice.’

SCIE management and trustees

Executive management team

Julie Jones OBE
Chief Executive

Amanda Edwards
Deputy Chief Executive

Stephen Goulder
Director of Corporate Services
and Workforce Development

Photo credits

Careimages.com – pages 4, 5, 9, 10, 18, 19, 20, 24, 26, 28;
Photofusionpictures.org – pages 6, 12, 13, 14, 17, 27, 29;
Johnbirdsall.co.uk – page 23.

Trustees

Allan Bowman, Chair of the Board

A qualified social worker, Allan began his career in social work in Scotland in 1972. He has held various posts north and south of the border. Latterly, Allan has been head of programmes for the Neighbourhood Renewal Unit at the Office of the Deputy Prime Minister.

Nadra Ahmed OBE

Nadra has been involved in the care industry for over 20 years as a hands-on provider of care. She is the Chair of National Care Association and Vice Chair of Skills for Care, and serves on a number of Government taskforces.

Ziggi Alexander CBE

An independent management consultant, Ziggi was the last Chair of the Central Council for Education and Training in Social Work. She has worked widely with a number of other organisations in the health and social care field, including the King's Fund. Ziggi is currently on the boards of the National Policing Improvement Agency and the National Aids Trust.

Shokat Babul

Shokat is chairman of Care Forum Wales. He also represents private employers in the Care Council for Wales' Care Forum which is responsible for exploring key social care workforce issues in Wales.

Professor Peter Beresford OBE

Peter is Professor of Social Policy and Director of the Centre for Citizen Participation at Brunel University. He is also chair of the national user-controlled organisation, Shaping Our Lives. Peter is involved in several health and social care organisations and committees.

Professor Jon Glasby

Jon is Professor of Health and Social Care and Co-Director of the Health Services Management Centre, University of Birmingham. He leads a national programme of research, teaching, policy advice and consultancy around adult health and social care.

Edwina Grant

Edwina is Corporate Director of Children's Services for Nottingham City Council. She is Honorary Secretary of the Association of Directors of Children's Services, an adviser to the Local Government Association and a Board member of the National Foundation for Education Research.

Mike Lauerman CBE

Mike is an independent consultant in social care and children's services. He recently completed work with the Care Services Improvement Partnership (CSIP) as Regional Change Agent for Children, Young People and Families in the North East. Mike is also the Chair of Skills for Care North East Regional Committee.

Ann Macfarlane MBE

Ann is a leading disability rights and equalities consultant, focusing on health and social care as it affects older people. She specialises in independent living and direct payments and has been involved in the disabled people's movement in the UK for many years.

Jo Munyard

Jo has 11 years experience in social care including mental health, domiciliary care, fostering, domestic violence, learning disabilities and is now working for Peverel Care Services as an estate manager.

Andy Nash

Andy has a background in local government and NHS management and started his career as a social worker. He has also worked in inspection and regulation, service improvement and policy development at the Department of Health. He is currently System Director at CSIP's National Support Office.

Jenny Owen

Jenny is Executive Director for Adults, Health & Community Wellbeing at Essex County Council and Vice President for the Association of Directors of Adult Social Services (ADASS). She is a board member of Research in Practice for Adults (RIPfA).

Terry Philpot

Terry is a writer and journalist on social policy. He has written and edited several books on subjects as diverse as adoption, social work practice, therapy, the voluntary sector and learning disabilities.

Ian Sutherland

Ian is Assistant Director of Mental Health Services in the Southern Health and Social Care Trusts in Northern Ireland. He qualified as a social worker in Nottingham in 1986, and has worked in statutory services in Northern Ireland since 1990.

SCIE's vision

We will be an increasingly influential and authoritative voice, recognised by the Government, opinion formers and the public as a champion for high-quality social care and service innovation. We will tackle the high-profile, developing and challenging issues that the sector faces.

SCIE's approach

During 2008–11, we will develop and deliver a robust, clear framework for the identification and dissemination of knowledge. This good practice framework will:

- capture and co-produce knowledge about good practice
- communicate knowledge, evidence and innovation
- catalyse change.

To keep up with SCIE's activities and services, register for email updates at www.scie.org.uk

This publication is available in an alternative format upon request.

SCIE's full annual report and accounts are available at www.scie.org.uk

Social Care

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