Business plan
2006/07

social care
institute for excellence

scie

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1   About our business plan

1.1 Why we have a business plan

This document lays out the plan of business for the Social Care Institute for Excellence (SCIE) for the period 2006/07. It is closely linked with SCIE's corporate plan for 2006–09 which sets out SCIE's vision and strategic objectives for the years ahead and puts our work in the context of national policy developments in England, Wales and Northern Ireland. Using the corporate plan as our basis, the business plan details the specific projects we will undertake – that is, the products we will produce and the activities we will carry out – to meet our corporate objectives.

SCIE produces a business plan annually.

1.2 How SCIE determines our work projects

The projects included in our business plan have been determined using the following criteria:

- The project is directly related to one or more of our corporate objectives.
- The topic of the project is well-defined and topical, with a critical body of knowledge to examine.
- Similar work, as far as we know, is not being done elsewhere and/or is unlikely to be supported or undertaken by another organisation.
- The project will be useful for practice and service development.
- SCIE's stakeholders and sponsors support the project.
- The programme will achieve an equitable balance across all user groups.

SCIE's corporate objectives for 2006–09, on which our projects are focused, have been determined by our trustees, our staff and our stakeholders, looking at our achievements so far, lessons learnt from our early years and the future direction of social care.

2 About us

2.1 Our mission

SCIE's mission is to produce good practice guidance for the social care sector to improve services for the people who use them.

To achieve this mission, we have divided our programme of work into the following key areas:

- **Adults' services**. This work area is about producing good practice guides that cover the spectrum of services to adults.
- **Children and families' services**. This work area is about producing good practice guides that cover the spectrum of services to children and families.
- **E-learning**. This work area centres on the use of information and communication technologies, including the internet and World Wide Web, to improve and support teaching, training and learning.
- **Knowledge management** This programme of work focuses on improving the dissemination and availability of web-based knowledge and information for people working in and using social care.
- **People management**. This area of work is about good management practice and provides resources which can be used by employers throughout the sector.
- **Social work education**. This programme of work is about ensuring that tomorrow's social workers are highly skilled and prepared for the challenges they will face through the development of resources for social work education programmes.
- **Stakeholder participation**. This is about making sure we are engaging the full range of social care's stakeholders in developing our work programme and our products. It is also about developing resources for good practice in the involvement of service users and carers.
- **Using knowledge to support social car**e. This is about deciding what information we should use as the basis for our good practice guidance, gathering and analysing that knowledge and developing a nationally agreed agenda on the areas of social care that need focused and sustained research interest.

We believe that through continuous and progressive work across these themes, we will contribute to the provision of excellent services for the people who use them.

2.2 Our uniqueness

SCIE is unique. We are a central source of authoritative and reliable knowledge for the whole of the social care sector. Our guidance is gathered through a range of sources – organisations, practitioners, the policy community, research and service users and carers. We do not focus solely on developing knowledge-based guidance; we also work with people to translate this guidance into practice. In turn, this improved practice yields new information, which we use to update our knowledge and practice findings.

SCIE works across children's and adults' services to ensure joined-up working for families and continuity of service from children's to adults' services.

Our resources are authoritative, knowledge-based, user friendly and freely available to all.

2.3 Our values

The following values underpin every aspect of SCIE's work. We promise to:

• have a service user focus
• be independent in our research and findings
• promote empowerment and change
• be committed to equality and diversity
• be transparent
• be accessible in all our work
• be accountable to our stakeholders.

To demonstrate our commitment to these values and to ensure they are reflected in all aspects of our work we will incorporate these values in:

• our approach to all the guides and resources we create or commission
• our dealings with everyone we work with
• our work to influence policy and change practice
• recruitment, management and staff support systems.

2.4 Our approach

SCIE's approach is collaborative. We work in consultation with those who can provide specialist expertise on projects, we work jointly with those with whom we share a common interest and we work in partnership with others when developing a common product. Our participation strategy aims to ensure that service users and carers and all other SCIE stakeholders are able to contribute meaningfully to our work.

2.5 Our products

SCIE produces a range of products, each of which has a different purpose. You can use these descriptions to help you understand the projects for 2006/07 listed further in this document.

Knowledge reviews

Knowledge reviews pull together knowledge from service users, research and practice. They describe the knowledge that is available, highlight the evidence that has emerged and draw practice points from the evidence. Knowledge reviews are available both in hard copy and online.

Position papers

Position papers present a summary of a particular policy question, for example whether service user involvement has made a difference to social care services. They identify issues and key messages and are available both in hard copy and online.

Practice guides

Practice guides are free online resources which bring together information, research and current good practice about particular areas of social care. The guides give readers the opportunity to develop their own knowledge about what works well and apply it effectively in their day-to-day work.

Resource guides

Resource guides direct people to information about a particular area of social care, especially where there is a lot of information and it hard to know what information to use, or where there is a new area of social care or significant changes (such as in social work education) that people need to know about. Resource guides are available both in hard copy and online.
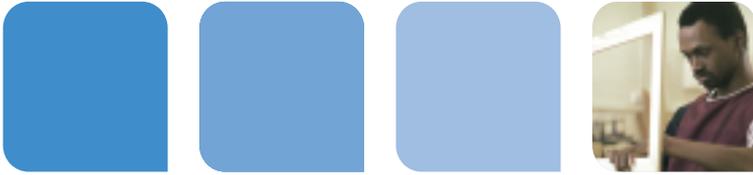
Reports

SCIE produces reports from time to time about various areas of social care. SCIE's reports are available both in hard copy and online.

Research briefings

Research briefings summarise information on a particular topic. They are concise documents designed to act as a 'launch pad' or signpost to more in-depth material.

Other resources

We also produce other resources, such as training packs, consultation documents and information booklets.

3 Work programme for 2006/07

The projects SCIE will undertake in 2006/07 are grouped under our key themes of work. Also listed under these themes are the support activities which we will undertake to help achieve our objectives.

For each project we have indicated which of our corporate objectives the project will help us to meet.

Our corporate objectives for 2006–09 (taken from our corporate plan) are:

1. Contribute to better outcomes for users of adults' and children's services and their carers by identifying good practice and helping to embed it in everyday social care service provision.
2. Involve all stakeholders in our work and be recognised as a resource for those stakeholders.
3. Enhance the skills base and professional confidence of the social care workforce through our resources and practice development.
4. Act as a voice for social care in the UK and be a resource for government.
5. Address gaps and inadequacies in service provision for black and minority ethnic groups and 'seldom-heard'[+] groups.

Please refer to the product descriptions on the previous pages to help you understand the project lists below.

[+] SCIE prefers to use the term 'seldom-heard' rather than 'hard-to-reach'. The term 'hard-to-reach' can be taken to imply that individuals are, of their own volition, difficult to engage, rather than that their disengagement is a result of agencies' failures to proactively seek out their inclusion. Also, many people in the disability and service user movements favour the term 'seldom heard'.

[*] Asterisked projects indicate that at the time of printing this business plan, this project was complete and available on the SCIE website at www.scie.org.uk. Please note that not all projects will be completed in 2006/07 but will be worked on during this period.
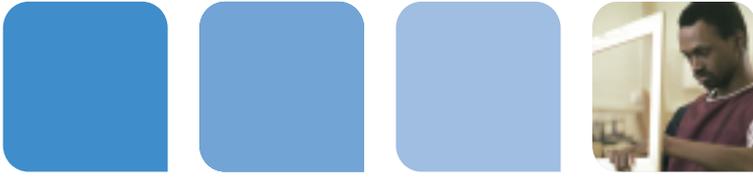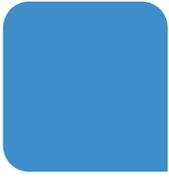
3.1 Adults' services

SCIE's work on adults' services focuses on promoting practice and services that enhance or maintain independence and life opportunities for adult service users. It looks at barriers to independence and life opportunities – for example, slow adoption of new ways of working and variability in the quality of existing mainstream services – and seeks to address these barriers through the provision of materials to support good practice.

Projects continuing in 2006/07

The following projects are well advanced or build on existing projects and will continue to be worked on in 2006/07 (many were begun in 2005/06). We expect that many will be completed and published during this time. Projects commencing in 2006/07 are highlighted as new.

Topic	Description	Product/activity	Objective
Adult placements and person-centred approaches	This updated practice guide will include: good practice guidance on running effective adult placement schemes (taking into account recent changes in national minimum standards and regulations); the identification of quality outcomes for this type of service provision; and a frequently asked questions resource for service users and their families to help facilitate choice and understanding of quality in provision.	Practice guide 04*	1

Topic	Description	Product/activity	Objective
Advocacy services for African-Caribbean men with mental health problems	This knowledge review will identify the models and principles of advocacy that are most likely to benefit African-Caribbean men with mental health problems.	Knowledge review	1, 5
	The subsequent practice guide will offer quick and easy access to practice knowledge about advocacy services for African-Caribbean men with mental health problems. It will cover key research findings; ideas from practice; details of relevant legislation, guidance and standards; and links to further information.	Practice guide	
Advocacy services for people with learning disabilities	This position paper will provide information about the role of supporting in self-advocacy for people with learning disabilities.	Position paper	1
Assessing the mental health needs of older people	This project will update SCIE's existing online practice guide with new information from research and inspection findings. The guide will be relevant for health and social care staff.	Practice guide 02*	1

Topic	Description	Product/activity	Objective
NEW Building community capacity	SCIE will hold an expert seminar, which will include a wide range of people from different sectors who can contribute to building successful communities. A report and an extended network of interested parties will be the main outcomes from this event. We will also scope the potential for better links between regeneration initiatives and small-scale providers of community-based services.	Expert seminar Network	1
Commissioning, providing and regulating services for people with learning disabilities and complex needs or challenging behaviour	This knowledge review will describe the knowledge that is available, highlight the evidence that has emerged and draw practice points from the evidence. SCIE will work in partnership with the Valuing People Support Team on this project.	Knowledge review	1, 2
NEW Dignity in care	SCIE will develop accessible information for people receiving and providing care services to empower them to take action to improve the quality of services at a local level.	Website	1
Individual budgets	This research briefing, aimed at both health and social care workers, will summarise information about individual budgets. It will signpost readers to more in-depth material.	Research briefing	1

Topic	Description	Product/activity	Objective
Making referrals to the Protection of Vulnerable Adults (POVA) list	This online guide offers quick and easy access to knowledge about making referrals to the Protection of Vulnerable Adults (POVA) list. It covers key research findings; ideas from practice; details of relevant legislation, guidance and standards; and links to further information. It is aimed primarily at practitioners and managers.	Practice guide 07*	1
Mental Capacity Act	SCIE will commission two sets of training materials: one for all categories of staff in health, social care and the independent sector, and another for the training of independent mental capacity advocates.	Training materials	1, 3
Models of community-based day activities for people with learning disabilities	This knowledge review will aim to develop understanding and identify areas for improvement. It will describe the knowledge that is available, highlight the evidence that has emerged and draw practice points from the evidence. The subsequent practice guide will offer quick and easy access to knowledge about models of community-based day activities for people with learning disabilities. It will cover key research findings; ideas from practice; details of relevant legislation, guidance and standards; and links to further information.	Knowledge review Practice guide	1

| Topic	Description	Product/activity	Objective
Models of community-based day activities for people with mental health problems	SCIE will scope the issue of modernising community-based day activities with a focus on recovery for people who are mental health service users. This will lead to a knowledge review and practice guide enabling service providers to have access to material that will be helpful in modernising these services.	Knowledge review Practice guide	1
Older people: what to expect and how to cope after leaving hospital	SCIE will work with service users to develop this guide. It will educate older people about what they can expect after leaving hospital, answer frequently asked questions, and provide benchmarks for older people to help them monitor their recovery.	Information booklet	1
Outcomes-focused services for older people	This knowledge review will describe the knowledge available, highlight the evidence that has emerged and draw practice points from the evidence. The subsequent practice guide will offer quick and easy access to knowledge about outcomes-focused services for older people. It will cover key research findings; ideas from practice; details of relevant legislation, guidance and standards; and links to further information.	Knowledge review Practice guide	1

Topic	Description	Product/activity	Objective
NEW Risk and empowerment in adults' services	This work will consider the implications for adults' services of SCIE's work on risk management in children's services.	Position paper	1
Working with people with dementia	The guidelines will offer quick and easy access to knowledge about dementia care in the social care and health care sectors. It will cover key research findings; ideas from practice; details of relevant legislation, guidance and standards; and links to further information. It will be aimed primarily at practitioners and managers. SCIE is working with the National Institute for Health and Clinical Excellence (NICE) on this project.	Joint NICE/SCIE guidelines	1

New projects in 2006/07

As well as working on and completing the projects listed in the table above, this year SCIE will also begin scoping work in other areas. In scoping a project we investigate the literature available on the topic, agree with stakeholders key questions for practice, policy and service delivery, and start to identify a target audience. At this early, scoping stage we cannot say what type of guide we will produce. SCIE will begin work on the following topics in 2006/07:

• black and minority ethnic elders
• the interface and transition between child and adolescent and adult mental health services.
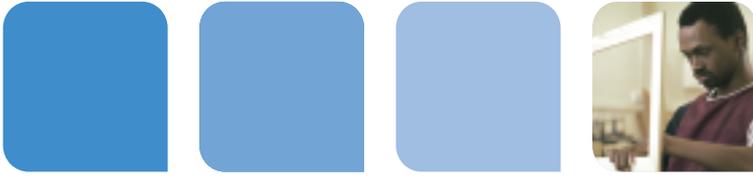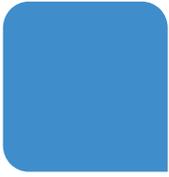
3.2 Children and families' services

SCIE's work on children and families' services focuses on family support, safeguarding children and looked-after children. It looks at effective interventions, managing the boundaries between children and families' and adults' services, organisational learning and risk management and seeks to address these barriers through the provision of materials to support good practice.

Projects continuing in 2006/07

The following projects are well advanced or build on existing projects and will continue to be worked on in 2006/07 (many were begun in 2005/06). We expect that many will be completed and published during this time. Projects commencing in 2006/07 are highlighted as new.

Topic	Description	Product/activity	Objective
Improving joint working between adult mental health and child care services	This joint SCIE and NICE knowledge review will look at what is known about working with parents with mental health problems and their families. It will describe the knowledge that is available, highlight the evidence that has emerged and draw practice points from the evidence. It builds on SCIE's work with the Parental Mental Health and Child Welfare Network.	Knowledge review	1
	The project will underpin a joint SCIE/NICE practice guide on this area of practice. It will offer quick and easy access to practice knowledge about joint working between adult mental health and child care services. It will cover key research findings; ideas from practice; details of relevant legislation, guidance and standards; and links to further information.	Practice guide	

| Topic	Description	Product/activity	Objective
Managing risk and minimising mistakes in services to children and families (phase 2)	This is the second phase of a project aimed at supporting the safeguarding children agenda across England, Wales and Northern Ireland. The tools and report will support the development of collaborative, inter-agency working that new safeguarding arrangements require. It will aid the introduction of local safeguarding children's boards in England and Wales, assist the work of Area Child Protection Committee's/Trust Child Protection Panels in Northern Ireland, and will benefit a range of other inter-agency forums.	A pilot of tools for organisational learning in England, Wales and Northern Ireland. A SCIE report will follow.	1, 3
Meeting children's emotional needs in residential care	This knowledge review will look at children's normal emotional development, how emotional development can be affected by adverse circumstances and how to help children and their families to develop emotionally. It looks particularly at the emotional development of children in residential care. It will describe the knowledge that is available, highlight the evidence that has emerged and draw practice points from the evidence. The work will contain a Northern Ireland focus.	Knowledge review	1

Topic	Description	Product/activity	Objective
Parent-training/ education programmes in the management of children with conduct disorders	This guidance looks at what is known about parent-training/education programmes for the treatment of children with conduct disorders. SCIE has produced this guidance in conjunction with NICE.	NICE/SCIE Guidance *	1
Parental Mental Health and Child Welfare Network	SCIE will continue to develop the Parental Mental Health and Child Welfare Network for social care and health workers who work with parents with a mental health problem or their children.	Parental Mental Health and Child Welfare Network	2
Support for disabled parents	This knowledge review will look at what is known about the sorts of issues faced by disabled parents, how these barriers can be overcome and how disabled parents can be best supported. It will describe the knowledge that is available, highlight the evidence that has emerged and draw practice points from the evidence.	Knowledge review	1
	The subsequent practice guide will offer quick and easy access to knowledge about providing support for disabled parents. It will cover key research findings; ideas from practice; details of relevant legislation, guidance and standards; and links to further information.	Practice guide	

Topic	Description	Product/activity	Objective
The social care needs of children with complex health problems and their families	This knowledge review will look at what is known about the social care needs of children with complex health care needs, exploring how best to meet these needs in ways that least disrupt the ordinary life of children and their families. It will describe the knowledge that is available, highlight the evidence that has emerged and draw practice points from the evidence.	Knowledge review	1

New projects in 2006/07

As well as working on and completing the projects listed in the table above, this year SCIE will begin work on the following topics in 2006/07:

- a resource guide on the children of prisoners: the interface between social care, criminal justice, education and health in sustaining family ties
- a research briefing on factors that assist early identification of children in need in integrated or inter-agency settings
- a practice survey on parent-training programmes, as a follow-up to the NICE guidance listed above
- a web-based common assessment framework for Wales.
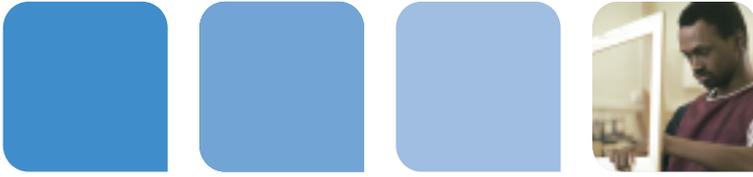
3.3 E-learning

Work in this theme aims to maximise the potential of ICT to enhance workforce development in social care. The work focuses on:

- working with higher education institutions to develop e-learning materials for the social work degree
- working on the infrastructure necessary for the use of ICT in training and workforce development in social care
- the investigation of opportunities to improve the skills of the social care workforce through work-based learning
- the development of SCIE products (practice and resource guides) to provide e-learning materials.

Projects continuing in 2006/07

The following projects are well advanced or build on existing projects and will continue to be worked on in 2006/07 (many were begun in 2005/06). We expect that many will be completed and published during this time. Projects commencing in 2006/07 are highlighted as new.

Topic	Description	Product/activity	Objective
Assessing the social care sector's readiness for e-learning	SCIE will commission targeted research on the information and communications technology (ICT) infrastructure in social care and people's ICT skills across a sample of the social care workforce. SCIE is working with Skills for Care on this project.	Report	3
E-learning materials for the social work degree	SCIE will develop e-learning materials for the social work degree. It will develop suites of learning objects on law, mental health in older people and poverty. Much of the material will be drawn from previous SCIE resources.	E-learning materials	1, 3

Topic	Description	Product/activity	Objective
E-learning tutorial for Social Care Online	SCIE has developed an online tutorial to assist people with using Social Care Online and in conducting complex searches.	Online tutorial	1
Higher education educator support	This is a support programme to promote and explore the subject-specific issues around the sharing, reuse and repurposing of content.	Network	3
Process-orientated Learning and Information exchange (PROLIX)	PROLIX is an EU Framework 6 research and development programme. The objective is to align learning with business processes to help organisations quickly improve the competencies of their employees in line with changing business requirements. PROLIX will set up test-beds in three different fields to demonstrate its practical value. One of these is the social care sector in the UK and SCIE will identify delivery partners for the project. The SCIE test-bed will test whether PROLIX works, meets users' needs and is usable in a public service context.	Research assistance	3
Supporting induction in social care	Working with Skills for Care and the South East England Development Agency, SCIE will pilot a tool for employers to assess staff training needs. The tool will be linked to common induction standards.		3
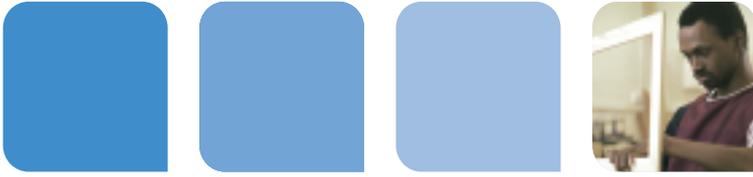
3.4 Knowledge management

This theme focuses on maximising the potential of web-based resources to increase the availability of knowledge and information for people working in and using social care. This will be achieved by the continuing enhancement of the resources provided on Social Care Online and through partnerships with other organisations, either to assist with the development of their websites or to provide access to knowledge and information within their databases.

Projects continuing in 2006/07

The following projects are well advanced or build on existing projects and will continue to be worked on in 2006/07 (many were begun in 2005/06). We expect that many will be completed and published during this time. Projects commencing in 2006/07 are highlighted as new.

Topic	Description	Product/activity	Objective
An evaluation of the AgeInfo database	Databases that can be searched effectively and efficiently to retrieve abstracts of relevant research are an essential tool in the development of practice and policy based on best evidence. This report illustrates issues in searching, using the AgeInfo database (which is freely available through Social Care Online) as an example.	Report 13*	1
reSearchWeb	SCIE will continue to maintain reSearchWeb, the web-based research tool for the Scottish Executive.	reSearchWeb	1, 3

Topic	Description	Product/activity	Objective
Social Care Online	SCIE will continue to develop and update Social Care Online. This year we will develop an email news facility; arrange for content sharing with the National Library for Health; and develop RSS feeds (RSS feeds provide web content or summaries of web content together with links to the full versions of the content) between Social Care Online and NHS specialist libraries.	Social Care Online	1
Research briefings	We will continue to commission up to ten research briefings a year.	Research briefings	1
Using digital media to disseminate information and good practice to paid carers of older people	This report explores the feasibility and the appropriateness of digital technologies to support the work of paid carers in residential care homes for the elderly.	Report	1
Social care research register	SCIE will create an online national social care research register where all local authorities – and eventually other agencies carrying out projects in the social care arena – can record their research. The register will capture ongoing and completed research, which has been approved by the Research Governance Framework. The register will be searchable and freely accessible via the SCIE website. A free toolkit will be available to all local authorities in order to help collect, store and submit project information to the register.	Online research register	1

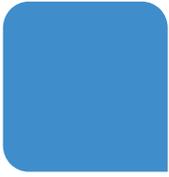| Topic	Description	Product/activity	Objective
Race equality	SCIE will develop a search system to find products that contain a race equality element on SCIE's website.	Range of products	1
Website development and maintenance	SCIE will assist other organisations to build and maintain their websites.	Websites	2
NEW Learning disabilities and transition	SCIE will work with the Rix Centre to establish a website about the transition of young people with learning disabilities who are moving from children's to adults' services. The website will engage all the diverse agencies and organisations that are concerned with the provision of services and information for people with disabilities and their supporters, for whom it would be a key information point.	Website	1

3.5 People management

This theme focuses on the development of social care workers – the people through whom improvements in services are delivered. It is based on the premise that good people management is a fundamental condition for good practice. The projects in the theme are aimed at improving the quality of leadership and management in social care.

Projects continuing in 2006/07

The following projects are well advanced or build on existing projects and will continue to be worked on in 2006/07 (many were begun in 2005/06). We expect that many will be completed and published during this time. Projects commencing in 2006/07 are highlighted as new.

Topic	Description	Product/activity	Objective
Developing a culture of participative change management in social care	This project follows on from *Position paper 04: Developing social care: the past, the present and the future*. The resource guide will look at how to develop a culture in social care of participative change management. It will cover what we know is working well in practice and provide directions to more information.	Resource guide	1
Developing effective improvement methods in social and health care	This knowledge review will look at what is known about developing effective improvement methods in social care and health. It will describe the knowledge that is available, highlight the evidence that has emerged and draw practice points from the evidence.	Knowledge review	1

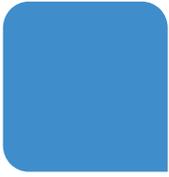| Topic	Description	Product/activity	Objective
Developing social care governance in Northern Ireland	This resource guide will provide information about the work of the Northern Ireland Department of Health, Social Services and Public Safety in developing social care governance. It will cover what we know is working well in practice and provide directions to more information.	Resource guide	1, 4
People Management website and People Management Network	SCIE will continue to develop and update the People Management website. This year, and in 2007/08, we will add material on recruitment, retention and recognition of workers; information for employers about overseas recruitment; identification and development of team roles; and service user involvement in staff development and training.	People Management website People Management Network	1, 3
Social Care Futures Programme and the Social Care Leadership Development Programme	SCIE will continue to oversee the Social Care Futures Programme (delivered by the Improvement and Development Agency), and to oversee and develop the Social Care Leadership Development Programme.	Social Care Futures Programme Social Care Leadership Development Programme	3

3.6 Social work education

This theme is a response to recent changes in social work education and the establishment of social work as a graduate profession. Work in this theme has focused on the production of knowledge reviews and resource guides to underpin teaching and learning in the main curriculum areas on qualifying social work programmes. The work also includes supporting users and carers to become involved in social work education and promoting SCIE resources to students.

Projects continuing in 2006/07

The following projects are well advanced or build on existing projects and will continue to be worked on in 2006/07 (many were begun in 2005/06). We expect that many will be completed and published during this time. Projects commencing in 2006/07 are highlighted as new.

Topic	Description	Product/activity	Objective
Building service users' and carers' capacity for involvement in social work education (joint project with Shaping Our Lives)	Working with the national user organisation Shaping Our Lives, this project aims to assist service user and carer organisations to take the lead in building their capacity for involvement in the undergraduate and postgraduate social work degree. One strand of the work gives specific support to the work of the University of Ulster in developing a strategy suitable for Northern Ireland.	Develop a national forum of service user and carer organisations	1, 2, 3
Learning, teaching and assessment of partnership work in social work education	This knowledge review describes the knowledge that is available, highlights the evidence that has emerged and draws practice points from the evidence. The subsequent resource guide will cover what we know is working well in practice and provide directions to more information.	Knowledge review* Resource guide	1, 3

Topic	Description	Product/activity	Objective
Learning, teaching and assessment of law in social work education	This resource guide covers what we know is working well in practice and provide directions to more information. It is based on *Knowledge review 08: Teaching, learning and the assessment of law in social work education*.	Resource guide*	1, 3
Promoting outcomes-based evaluation of the social work degree	SCIE will provide support to the Joint Universities Council's Social Work Education Committee to work with social work educators to develop their skills in outcomes-based evaluation. SCIE will produce an interim report. This project is jointly funded with the Scottish Institute for Excellence in Social Work Education.	Report	1, 3
Teaching and learning communicating with children in social work education	This knowledge review will describe the knowledge that is available, highlight the evidence that has emerged and draw practice points from the evidence. It will supplement *Knowledge review 06: Teaching and learning communications skills in social work education*.	Knowledge review Resource guide	1, 3
Teaching and learning inter-professional working in social work education	This knowledge review will describe the knowledge that is available, highlight the evidence that has emerged and draw practice points from the evidence.	Knowledge review	1, 3

3.7 Stakeholder participation

SCIE is committed to stakeholder participation. We aim to include all social care stakeholders in our work, with a particular focus on the involvement of service users and carers. Stakeholder participation adds value to our resources and improves the quality of our knowledge. Work in this theme focuses on engaging the full range of social care's stakeholders in developing our work programme and our products and is about promoting good practice in this area through our guides and actions.

Projects continuing in 2006/07

The following projects are well advanced or build on existing projects and will continue to be worked on in 2006/07 (many were begun in 2005/06). We expect that many will be completed and published during this time. Projects commencing in 2006/07 are highlighted as new.

Topic	Description	Product/activity	Objective
Carers' involvement in changing and improving social care services across England, Wales and Northern Ireland	This position paper will look at how carers have been involved in changing and improving social care services across England, Wales and Northern Ireland.	Position paper 05*	1
Diversity within organisations; refugees and asylum seekers; and independent living for black minority and ethnic communities	These discussion papers, which focus on diversity within organisations, refugees and asylum seekers and independent living for black and minority ethnic communities, are intended to generate discussion and provide a focus for SCIE's future work on race equality.	Discussion papers*	1, 5

Topic	Description	Product/activity	Objective
Involving adults in developing social care	This online guide will offer quick and easy access to practice knowledge about how social care agencies can develop the involvement of adults in developing social care services. It will cover key research findings; ideas from practice; details of relevant legislation, guidance and standards; and links to further information. It will supplement *Practice guide 06: Involving children and young people in developing social care*.	Practice guide	1
Involving service users, carers and stakeholders in SCIE's work	SCIE is committed to involving service users and carers in its work and ensuring that their experiences and knowledge influence our resources. We do this in a number of ways including the Partners' Council, reference groups, and quality assurance groups.	SCIE's Partners' Council, reference groups, and quality assurance groups	2
Participation of black and minority ethnic service users	This report identifies some of the reasons why the participation of black and minority ethnic service users has diminished over the last 20 years and looks at the commitment and interest from service users in becoming more actively involved in developing social care.	Report 14*	1, 5

Topic	Description	Product/activity	Objective
Practice Partners' Network	SCIE will continue to develop the Practice Partners' Network, which helps SCIE to identify, develop, share and support good practice across the social care sector in England, Wales and Northern Ireland.	Practice Partners' Network	2, 3
Service user organisations' network	SCIE is supporting Shaping Our Lives to establish a network of service users' organisations to enable them to network with each other and for SCIE to access them for consultation and research.	Network	2
Service user payment and the benefits system	SCIE has commissioned Milton Keynes Citizens Advice Bureau to provide an involvement helpline for service users working with SCIE, the Commission for Social Care Inspection and the Practice Learning Taskforce. The helpline provides service users and carers with independent, free and confidential advice on the receipt of payments for service user involvement and the potential impact on the benefits they receive. Service users and carers can access the helpline after being provided with a referral letter by SCIE. With permission this letter is then copied to the helpline. The helpline adviser then calls to provide advice.	Helpline	2

Topic	Description	Product/activity	Objective
NEW Social care services for refugees and asylum seekers	This project will map out good social care practice across statutory, voluntary and community sectors and draw out the lessons that can be learnt and applied by others in the social care field when working with refugees and asylum seekers.	Position paper	1, 5
The participation of service users who are seldom heard and who agencies find difficult to engage	This position paper will offer quick and easy access to up-to-date knowledge about how to ensure that seldom-heard service users have a voice in service delivery and development. The paper will cover key research findings, ideas from practice and links to further information. This project builds on *Position paper 3: Has service user involvement made a difference to social care?*	Position paper	2, 5
NEW Young people's involvement in social care improvement	Working with A National Voice, the Commission for Social Care Inspection and the Rainer Foundation, SCIE will develop a training programme for young people. The programme will work on developing young people's confidence and skills in working with social care providers to develop and improve services.	Training programme	1, 2

3.8 Using knowledge to support social care

This theme focuses on the methods and practices that underpin SCIE's work to ensure that products are reliable, high quality, useful and used in practice. A key task is to develop review methods appropriate for the kind of knowledge available in social care. The theme also includes work to assess how knowledge, and specifically SCIE's resources, can make a different to practice and service delivery.

Topic	Description	Product/activity	Objective
Developing systematic reviews	SCIE is working with other organisations to develop a way of performing systematic reviews that takes account of a range of different types and quality of knowledge in social care, for example, literature and service user knowledge. This includes helping people to identify where to look for material and to work methodically and consistently. SCIE will revise its existing systematic review guidelines, which are used by contractors for developing SCIE knowledge reviews, to improve its research results.	Guidelines	1
A UK-wide research strategy for social care	Following the publication of *Report 10: Developing the evidence base for social work and social care practice,* SCIE is conducting a UK-wide consultation to determine the research capacity of the social care sector.	Report	4

Topic	Description	Product/activity	Objective
Assessing the quality of different kinds of social work research	Working with the Joint Universities Council's Social Work Education Committee, this project will examine alternative approaches to assessing quality in the social sciences and will test these against research used in the 2001 Research Assessment Exercise. This project is jointly funded with the Economic and Social Research Council and the Scottish Institute for Excellence in Social Work Education.	Report	1, 4
Developing outcomes-based inspections	SCIE is working with the Commission for Social Care Inspection to develop outcomes-based inspections standards using SCIE's guides. The first project will focus on foster care and the second may focus on assessing the mental health needs of older people.	CSCI inspection standards	1, 4
Evaluating the impact of SCIE	SCIE will conduct a study to find out whether its stakeholders know about, and use, its resources and publications, their perceptions of the quality and relevance of SCIE's resources, and whether they link changes in policy and practice to the use of SCIE's resources.	Report	1

3.9 Corporate activities

To support the projects and the initiatives listed above, our corporate services staff will continue to provide effective, value-for-money financial, human resources, communications, IT and administration services to the organisation and will also lead on the following specific initiatives for 2006/07, aimed at achieving our intended outcomes.

Communications

Ongoing communications projects include:

• running a programme of regular events, conference and promotional visits around England, Wales and Northern Ireland
• producing SCIE's annual review
• updating the SCIE website
• preparing and distributing press releases
• administering SCIE's contacts database
• monitoring communications team activities
• implementing communications aspects of race equality programme
• staff training and development.

In recognition of the need for a concerted drive on communications to help disseminate SCIE's work, specific communications activities we will undertake in 2006/07 include:

Activity	Objective
Develop and commence implementation of an external communications strategy for phase 2 of SCIE's development, in line with corporate objectives for 2006–09 and information from recognition and impact surveys.	1, 2, 3, 4, 5
Develop and test briefings of SCIE's practice materials for practitioners.	1, 2, 3
Establish database of quotable facts and figures, case studies and external spokespeople.	1, 4
Establish system for systematically collecting and reviewing feedback on all communications activities, including diversity monitoring.	1, 2
Extend our contacts management system to enable recording of marketing and monitoring information.	1, 2
Provide communications advice and develop communications strategies on individual work themes, in partnership with project teams and leads.	1, 2, 3, 4, 5
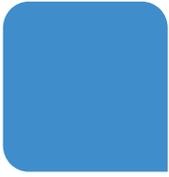
Activity	Objective
Review and replace existing suppliers, as appropriate, in order to ensure value for money.	1
Review production and use of newsletters.	1
Target promotional work at private and voluntary sectors, and with seldom-heard groups.	1, 2
Work with organisations in England, Wales and Northern Ireland as intermediaries in the promotion of SCIE's work in improvement, inspection and training initiatives.	1, 2, 3
Consult on and develop an internal communications strategy.	–
Launch an enhanced intranet to improve knowledge sharing within the organisation.	1, 2, 3, 4, 5

Public affairs

| Activity	Objective
Provide social care briefings to parliamentarians.	4
Administer the All-Party Parliamentary Group on Social Care and create links with other all-party parliamentary groups.	4
Respond to relevant consultations that arise throughout the year.	4

Human resources

Ongoing human resources projects include:

- recruitment
- maintenance of staff records
- maintenance of health and safety regulations
- staff appraisal system
- salary scheme
- meeting lease obligations
- implementing relevant aspects of SCIE's race equality scheme
- staff training and development.

Specific human resources activities we will undertake in 2006/07 include:

Activity	Objective
Review recruitment procedures to encourage a higher number of black and minority ethnic applicants.	1, 2, 5
Develop and implement a training and development programme to ensure that the principles of SCIE's diversity strategy are built into all our project work.	1, 2, 3, 4, 5
Ensure our staff competency framework is integrated with SCIE's learning and development strategy and roll this out to staff teams.	1, 2, 3, 4, 5
Gain Investors in People status for SCIE.	3, 4
Complete and launch staff portal on intranet.	1, 2, 3
Reconfigure the SCIE office to enable accommodation of increasing staff.	1, 2, 3, 4, 5
Conduct the triennial salary scale review.	1, 2, 3
Strengthen occupational health support to the organisation.	1, 2, 3, 4, 5
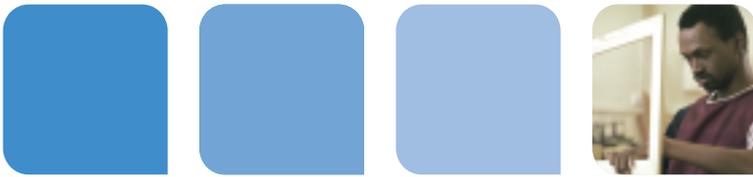
Finance

Ongoing finance projects include:

- preparing the annual audit and statutory accounts
- reporting annually to Companies House and the Charity Commission
- managing SCIE's accounts
- service audit committee
- managing payroll, purchase, sales and fixed asset registers
- preparing contracts for commissionees
- risk management
- implementing finance aspects of race equality scheme
- staff training and development.

Specific finance activities we will undertake in 2006/07 include:

Activity	Objective
Institute regular reporting arrangements for commissioning contract payments.	1
Review current contract documentation and procedures.	1, 2
Make SCIE's annual review more accessible and compatible with the new Statement of Recommended Practice requirements.	1, 2, 3, 4, 5
Regularise lease documentation and payments including service charges.	1
Review the use of SCIE's auditors.	1
Review treasury arrangements.	1
Keep risk management systems and priorities under regular review.	1, 2, 3, 4, 5
Strengthen service user payment arrangements.	2

Information technology (IT)

Ongoing IT projects include:

- supporting, reviewing and maintaining suitable IT infrastructure
- supporting new and existing staff and board members
- developing and maintaining a relationship with key suppliers
- backing up SCIE's data to ensure vital information is not lost
- maintaining systems documentation
- developing IT infrastructure for staff training
- reviewing and upgrading finance server and applications
- reviewing and upgrading SCIE's mail server.

Specific IT activities we will undertake in 2006/07 include:

Activity	Objective
Review and make recommendations for off-site storage of data tapes.	1
Make recommendations for purchase of video conferencing facilities.	1
Develop an IT strategy for home working arrangements.	1
Manage IT aspects of office reconfiguration.	1
Support and assist in development of new intranet.	1
Complete support systems documentation.	1
Upgrade finance server and software.	1
Upgrade mail server.	1

Knowledge management/e-learning

Ongoing knowledge management/e-learning projects include:

- UWE library
- supporting and assisting in development of new intranet
- developing a strategy for the Community Care Inform service.

SCIE

Better knowledge for better practice

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 resources which evaluate practice in a particular area of social care, draw out key messages for good practice and identify areas where more research is needed to inform good practice.

Practitioners, researchers, service users and policy makers rely on SCIE's resources as a central and trusted point for knowledge-based good practice guidance.

SCIE's work covers the breadth of social care including services for adults, children and families, participation, human resource development, social work education, e-learning and the use of knowledge in social care.

This business plan details the projects we will undertake in 2006/07 in order to meet our corporate objectives for the period 2006–09, as set out in our corporate plan.

All our resources are available free of charge. For details visit www.scie.org.uk where you can view or order our resources, and sign up for a regular email alert about future activities.

This publication is available in an alternative format upon request.