



Improving care in challenging times

About SCIE

The Social Care Institute for Excellence (SCIE) supports the transformation of social care by identifying and transferring knowledge about good practice. We provide practical guides, learning materials and information based on sound knowledge about what works in planning and delivering social care. We also ensure that the experiences and expertise of people who use services, their carers and workers are reflected in all aspects of our work.

Established by the Government in 2001, we are an independent charity working across the UK. We support care services for adults, children and families and we work collaboratively with partners at national, regional and local levels.

'It is important to make things simpler and easier to understand because it can help more people.'

Hayley Rowland, United Response easy read consultant

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*‘SCIE is supportive,
facilitative, positive.’*

Janet Sheard, NHS Nottingham City

Introduction

Welcome to SCIE's annual review 2008/09. The year saw big challenges for social care. The Green Paper on care and support and the start of a new health and social care regulator, the Care Quality Commission, have made a real impact. We have been reminded too of the need to work together to improve children's safety and wellbeing.

There is now increasing pressure for social care and support services to deliver more and better quality provision. It is becoming increasingly important to know what works and to ensure that investment is made in those areas.

The Green Paper on care and support was the start of a vital debate: for the first time there are more people over the age of 65 than there are under the age of 18. At the heart of the discussion is how to fund social care in the years ahead, with an increasingly ageing population. At SCIE we are also focusing on the quality of services that will be available. We must all strive to deliver improved and innovative provision.

In 2008/09 we sent out 35,000 copies of *Personalisation: a rough guide*. These have been flying off the shelves because many social care professionals want a quick and accessible way of



'It is becoming increasingly important to know what works and to ensure that investment is made in those areas.'

finding out what it means and how to provide personalised care and support. People who use care and support services in Britain increasingly want

to have control and a choice over the type of care they receive. Our guide is popular with everyone who wants to provide the best possible care and support.

The tragic death of baby Peter Connelly affected everyone working in children's safeguarding. Lord Laming's subsequent review revealed that learning from practice still focuses on what and who went wrong, rather than addressing why workers acted

as they did. SCIE has developed a new approach which looks at what factors influenced workers' decisions. Several local authorities are now using this model, telling us that it delivers a more comprehensive, revealing review with a stronger focus on learning. We will be encouraging others to pilot this approach.

We have continued to act as a bridge between adults' and children's services with the launch of our major guide on parental mental health and child welfare. Services for families with a parent who has a mental health problem have tended to focus on the clinical treatment of the adult. SCIE's guidance has encouraged professionals to 'think child, think parent, think family' so that children and families are better supported when a parent has a mental health problem.

In autumn 2009, we launched Social Care TV, a new online service for busy staff who want good practice ideas in an easily-digestible form. It features films which are designed to inspire debate and learning. Each film is linked to web pages which include lots of guidance and advice, plus multimedia and e-learning resources.

We have been working in Wales and Northern Ireland and have also been expanding our support at a regional level by developing links with Joint Improvement Partnerships in the nine English Government offices. We are offering them support by bringing in SCIE knowledge to address those regional social care challenges, which they identify as a priority.

None of the achievements or ambitions mentioned above would have been possible without the great work of SCIE's staff, board members and partners, but mainly those in the workforce who use our materials every day. We will continue to ensure that our work is relevant, evidence-based and accessible to all social care staff.

Julie Jones OBE
Chief Executive

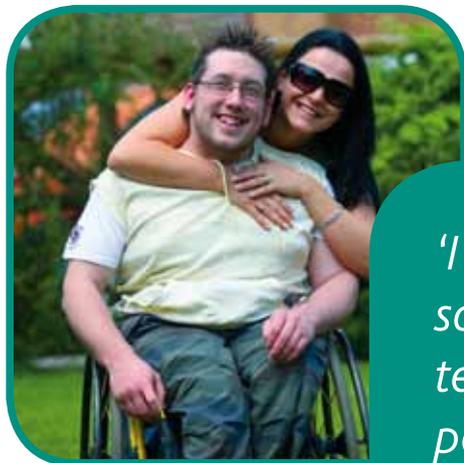
Allan Bowman
Chair



This year, Julie became the social care personality of the year at the Ceretas National Home Care Awards.

Putting the person at the centre

SCIE acts as a catalyst to support the transformation of adult social care as the personalisation agenda moves from the 'what' to the 'how'.



In October 2008, SCIE published *Personalisation: a rough guide*, to outline the vision for personalised social care services presented by the Government's Putting People First reform. The guide explains what personalisation is and what it might mean for people who use services and their carers. The timely publication of the guide and its accessible format has resulted in over 35,000 copies being sent out in the first year of publication alone.

We recognise that the implications of the personalisation agenda will affect different groups

in different ways. We have therefore launched a series of *At a glance briefings* examining the implications for various groups. These include

commissioners, home care providers, housing providers, carers, advocacy workers, voluntary organisations, user-led organisations, personal assistants and care home providers. Further titles will be launched over the next year.

SCIE has also produced an easy read version of the rough guide, aimed at people with learning disabilities or those who require a quick summary. This explains

personalisation in a short, easy-to-understand format.

The term 'co-production' is increasingly being applied to new types of public service delivery in the UK, including new approaches to adult social care. It refers to active input by the people who use services, as well as – or instead of – those who have traditionally provided them. SCIE's

'I went around all of the social workers in our team and distributed the personalisation guide. A big thank you for what they describe as an excellent piece of information.'

Administrator, Sutton Learning Disabilities Team



'The launch of Social Care TV is welcomed. The films show how passionate people are about their work.'

Des Kelly, Executive Director, National Care Forum and Chair, Care Provider Alliance

research briefing *Co-production: an emerging evidence base for adult social care transformation* describes current thinking in this area and how it is influencing the personalisation agenda.

In addition, Social Care TV contains a wealth of video stories demonstrating personalisation in action. Seeing how personalised services are making a real difference to people's lives makes the agenda tangible for both those working in social care and people using services. This allows good practice to be shared in order to generate new ideas about how outcomes can be improved for people who need care and support.

Our impact

*Don Derrett,
Director, self direct*

'I have been involved with SCIE for many years – initially as a representative of Mencap, taking part in practice network sessions and events.

The main resource we use at our personalisation events is SCIE's *Personalisation: a rough guide* – every

delegate gets a copy.

While there is so much information being churned out by organisations, the rough guide gives a balanced overview and good descriptions of the various terms being used. I recognise the benefit this document has for people who want to get a handle on the whole personalisation agenda.

I think SCIE reflects back to social care practitioners and other professionals the current knowledge base of the day. It is the leading source of practice information for social care.'

Listening to older people

The National Dementia Strategy, launched in January 2009, sets out an ambitious framework for dementia care, in which better joint working between health and social care and more personalised services will be key to helping people to 'live well' with dementia.

In support of the strategy, in November 2009 SCIE is launching the *Dementia Gateway* and *Open dementia programme* e-learning resources, to provide information and guidance for the social care workforce and people with dementia and their carers. Our continuing work on personalisation directly addresses how personalised services can maintain older people's independence and wellbeing, for those with dementia and those without. All our products are produced in collaboration.

Other work to support older people's services has centred on dignity in care. In March, we updated our *Dignity in care* guide to include guidance on nutritional care for older people and we also produced an accompanying *At a glance*

briefing. Conditions relating to old age and poor nutritional care contribute to at least 10 per cent of older people being at risk of malnutrition or dehydration. It is therefore vital that older people have access to a choice of good quality food and have the time, help and encouragement to eat and enjoy their food and drink.

'Our continuing work on personalisation directly addresses how personalised services can maintain older people's independence and wellbeing.'





The use of restraint can be a difficult issue, particularly in care homes. For staff, residents and relatives it is often not clear what restraint means, whether it is acceptable and in what circumstances, and what is good practice. SCIE has produced resources to explore this issue and provide a good practice framework for making informed decisions. Resources are available in a variety of formats including online.

Our work on personalisation, dementia and dignity will continue to strive to improve outcomes for older people in the coming year, and we are listening to older people and their carers as we develop our products. We are also working closely with the growing independent sector to better meet their needs.

Our impact

*Jess Bryant, Hub Coordinator,
Open Age*

'SCIE's resources on older people's services are excellent, particularly the guidance available on mental health and dementia. As a service provider, it is important to be kept up to date on the latest research as this feeds into what sort of services should be provided and how best to support older people. I can use the resources to assist with reports, presentations and funding applications.

The advice aimed directly at older people is also useful.

With information technology becoming an increasingly popular topic for older people, these resources can be used in the classes that Open Age runs, as a way of showing what kind of information can be accessed online.

SCIE's resources ensure that those working in social care are better informed and armed with the right information. This in turn leads to a better quality of social care provision because workers are better aware of changes in legislation, areas for improvement and services which can provide support and advice to older people.'

Involving people with disabilities

In order to achieve successful outcomes in social care, it is essential that people who use services, as well as professionals, understand and influence how social care works and what options are available to them.

As part of our commitment to involving people with learning disabilities in our work, SCIE has produced easy read versions of two of our core publications in the past year: *Personalisation: a rough guide*, and *Commissioning person-centred, cost-effective local support for people with learning disabilities*. These provide essential information in an accessible format, using pictures to aid understanding. Each easy read publication has been written in collaboration with United Response Consultants or Mencap – organisations who work with people with learning disabilities – to ensure that they reach the intended audience.

Ensuring that people who use services are safe is also crucial to the personalisation agenda. Throughout the past year, SCIE has been working on a number of projects relating to the safeguarding of adults.

In February we updated our guidance on making referrals to the Protection of Vulnerable Adults (POVA) list. SCIE also ran the advisory group for the Department of Health's review of its No Secrets guidance on safeguarding those at risk of harm or abuse.

In March, SCIE ran a conference with NAAPS (Shared Lives) focusing on finding the balance

between safeguarding and personalisation for micro-providers (small service providers who offer individual care). We are also currently working on the pan-London policy, guidance and procedures for the safeguarding of adults – the aim of which is to reduce gaps and overlaps by creating guidance that will be implemented by all London boroughs and key partners.

SCIE is building links with Learning Disability Wales and the Care Forum to further strengthen dissemination of our work in Wales.



Working for mental health

Despite one in four experiencing a mental health problem at some point in their lives, there is still a stigma associated with it. People who use mental health services can be isolated from their communities and excluded from the workplace.

Providing effective social support for people with mental health problems is a key challenge in an environment where the views of people who use services are seen as increasingly significant. Personalisation of health and social care provision should be at the heart of the work for people who use mental health services.

SCIE's research briefing *Black and minority ethnic parents with mental health problems and their children* indicates that black and minority ethnic parents with mental health problems may be reluctant to use existing services as these are often not culturally sensitive to their needs. More personalised care services should address this issue as a priority.

SCIE's research briefing *The relationship between dual diagnosis: substance misuse and dealing with mental health issues* suggests that knowledge of screening and assessment for dual diagnosis should be core training elements for health and social care practitioners.

Our impact

Claire Barcham, AMHP training and development coordinator for Camden and Islington Mental Health Trust and national coordinator for the AMHP Leads Network

'Supported by SCIE, the Approved Mental Health Professional (AMHP) Lead National Network is made up of the senior managers and lead trainers responsible for AMHP services and AMHP training across the country.

The network enables leads to stay in touch with key policy initiatives. For example, last year the network held a conference on personalisation. This was the first time many of these senior managers really had had an opportunity to think about the issues and how they (as key leaders and trainers within their organisations) would need to change their practice in order to implement the changes that would be coming.

One of the key aspects of the network has been that it has proved that it is possible for social workers to organise themselves and have an impact on what happens to them. With SCIE's help, we have helped to strengthen the voice of mental health social work.'



Mental Capacity Act 2005

People who use social care services should feel confident that those caring for them will make the best decisions. This view is central to SCIE's commitment to putting people first, and promoting independence and choice.

The Mental Capacity Act (MCA) 2005 aims to protect and restore power to people who lack the capacity to make their own decisions – perhaps as many as 2 million people in England and Wales.

SCIE, in partnership with the Department of Health, has commissioned a range of resources with the principle aim of sharing good practice about the MCA. There is something for everyone – health and social care staff, people working in the independent and third sectors, and people who use services and carers.

We have worked with mental health and dementia charities, councils and self-advocacy groups, and have produced a variety of materials such as guidance for primary care professionals and care homes, and training resources for professionals regarding assessment of capacity and for those working with vulnerable adults. SCIE has devoted a special section on its website to house these important products.

The MCA has introduced the new role of independent mental capacity advocate (IMCA) and SCIE is enthusiastically promoting this. We have created a web resource specifically targeted at IMCAs.

The website provides guidance and advice on how to perform the role more competently and also acts as a gateway to other useful resources. We also run the IMCA network which aims to support good practice in both the access to and provision of the IMCA service. It is open to anyone who has an interest in the development of the IMCA service.



*'SCIE is supportive,
facilitative, positive.'*

Janet Sheard, NHS Nottingham City

Our impact

*Janet Sheard, Chief Operating Officer/
Executive Nurse, NHS Nottingham City*

'We were a bit unsure about the Mental Capacity Act at the beginning and what it meant for us. So we were very pleased to provide input into guidance for adult community services staff on the Mental Capacity Act 2005. The Department of Health and SCIE commissioned Nottingham Trent University to produce this resource.

The guidance has made us more aware of our roles and responsibilities with regards to the MCA. We have a legal responsibility to comply with the Act so the guidance is like a code of practice. It puts all the relevant information for adults' services in one place. It gives us confidence in what we are doing.

The guidance has had a very positive reaction within NHS Nottingham City and we find it invaluable. It demystifies policy and content and takes out the jargon and clarifies what it means for me and for my practice. It is on our intranet – staff often refer to the document. It also feeds into training and professional development.'



Learning to safeguard children

Despite years of reviews into child abuse, the same mistakes are often repeated. SCIE's systems model offers an effective, alternative approach to reviews.

In children's services, it is reasonable to assume that most people come to work each day wanting to help children, not to allow them to be harmed. But when news breaks of a child's death from abuse, the public's response is often one of incredulity. Staff involved are left devastated and demoralised, and valuable lessons are often left unlearned. Our system's approach to case reviews explores why actions or decisions that later turned out to be mistaken, or have led to an unwanted outcome, seemed to those involved to be the sensible thing to do at the time. *Learning together* is available as a SCIE report, guide and *At a glance summary*.

Our knowledge about safeguarding is also feeding in to our work with the Centre for Excellence and Outcomes in Children and Young People's Services (C4EO). As well as leading on the development of C4EO resources, SCIE also leads on C4EO's work on safeguarding and looked-after children.

This year we have published C4EO research on early years, disability, child poverty and safeguarding. They provide a 'one-stop-shop' for professionals to access the very latest information, resources and data. Local authorities can download datasets and use them locally for maximum impact.

C4EO has run a number of successful knowledge workshops, progression events and other conferences throughout the year. They have proved invaluable for sharing the evidence base assembled



'SCIE's systems model offers an effective, alternative approach.'

so far and debating what this knowledge means for strategic service development.

C4EO has started recruiting theme-specific sector specialists to help local authorities and their Children's Trust partners to improve outcomes for children and young people locally. They will be trained to use the evidence collected by C4EO on 'what works' to act as 'peer mentors' in the field.



Our impact

Colin Green, Director Children, Learning and Young People, Coventry City Council

'SCIE's *Learning together to safeguard children* is a really important contribution to children's services because it gives us a way out of the current, rather arid approach to case reviews, into one that has much more focus on learning and doing so in a systemic way. We need more of this thinking in social care. When I read the SCIE report, I thought 'oh great: somebody's really taken this on board and has taken this a step forward; they've looked at how this could be applied through Serious Case Reviews, tried this out and validated the method.' Now we're working in Coventry on a Serious Case Review where we are using this method.'

Supporting families

Being a parent can be challenging, especially where a child has behavioural difficulties or a parent or child is disabled or has other support needs. Many families can be helped to stay together and thrive if the right support is offered. SCIE's evidence suggests that these families receive the best support where there is a close working relationship between children's and families' services and adults' services.

'Many families can be helped to stay together and thrive if the right support is offered.'



Parental mental health has been a major area of work for SCIE this year, with the launch of our *Think child, think parent, think family* guidance. This sets out how adults and children's services can improve the family-wide support they provide and includes a range of practice examples.

The guide is being implemented and its impact evaluated in five pilot sites in England and a sixth in Northern Ireland across the five health and social care trusts. The project, which is supported

by the DHSSPS in Northern Ireland, will help the trusts make the necessary changes to promote SCIE's model, improve practice and ensure better understanding of multi-disciplinary professionals' roles and responsibilities.

SCIE Research briefing *Black and minority ethnic parents with mental health problems and their children* examines some of the specific issues that may affect this group of parents.

In addition, we have produced a follow-up report to support the NICE/SCIE guidance on parenting programmes. Parent education programmes have



Our impact

Louise Wardale, Barnardo's Action with Young Carers Liverpool and Keeping the Family in Mind

'We sat on SCIE's advisory group to support the development of its parental mental health guide, ensuring that families who had experience of parental mental health issues, in particular young people, had a strong input.'

All of the young people involved felt it was very important to have their experiences highlighted. As one young woman, Louisa said: 'The guide really began with listening to our experiences. Now we know more people will understand our lives and how services can and should work better. If staff and workers don't

really understand how we feel then things just won't change, so I see that this guide is really sticking up for our families to help us.'

Advisory group participant Cait said 'I hope it will help to change things. I think lots of staff do want to work together, but then they say things like "it's not really my job". To me it needs those people at the top to say we are going to really work on the things in the guide because it will help families.'

been proven to make a real difference to families, by promoting parents' confidence and improving their parenting skills. However, programmes may still not be reaching everyone who could benefit. This report identifies how parenting programmes can reach out to a wider range of parents.

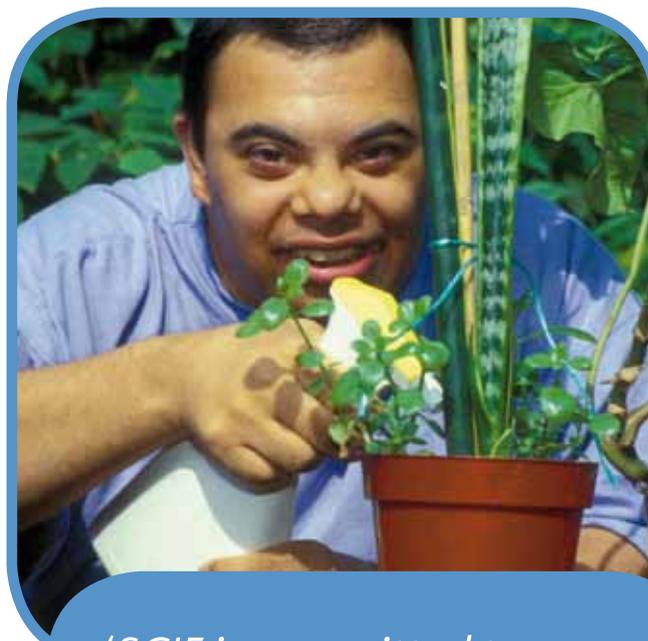
Other children's services work has focused on providing good practice guidance in short breaks for families with children who have complex health needs and disabilities, e-learning resources on children of prisoners: maintaining family ties and a research briefing on children's and young people's experiences of domestic violence involving adults in a parenting role.

Participation matters

SCIE is committed to ensuring that people who use services and carers are at the heart of all our work. Actively engaging people who use services and carers is vital in ensuring that the transformation of social care successfully improves outcomes. This is especially important with regard to implementing the personalisation agenda, to ensure that people have real choice and control over the care they require.

SCIE's Partners' Council is a unique body made up of an extremely diverse range of social care stakeholders from England, Wales, Northern Ireland and Scotland – one third of the membership consists of user- and carer-led organisations. The Partners' Council has continued to involve new members and widen its reach this year, with meetings focusing on the future funding of social care and how to improve media coverage of social care. These meetings provide a platform for such pertinent issues to be explored and opinions voiced to policy makers and care providers.

SCIE is committed to applying a Single Equalities Scheme across all of our work, to promote equality and diversity. This means ensuring that our work covers all eight strands in the Single Equalities bill (2008): ethnicity, gender, disability, sexual orientation, age, carers, religion/faith/belief and human rights. An example of where this has come into force this year is within the range of films on Social Care TV. We are also in the process of producing good practice guidance on the social care needs of refugees and asylum seekers.



'SCIE is committed to applying a Single Equalities Scheme across all of our work, to promote equality and diversity.'

Our impact

Sylvie Silver, Director of National Association for Providers of Activities for Older People (NAPA) and Partners' Council member

'Focusing on the needs of people who use services requires working together. SCIE's Partners' Council provides an ideal opportunity to bring together a number of organisations with different expertise. The social care workforce is huge and the voices of individuals and smaller organisations can sometimes get

lost. There is an opportunity for SCIE and other organisations to network through the Partners' Council and promote social care together, which is much more effective than doing this alone. For example, NAPA only employs five staff, but through partnership working we are able to achieve a real impact on the lives of older people.

The Partners' Council also provides a connection with the world that is wider than the social care workforce. Participation is vital at all levels of social care. As a carer myself, I realise the importance of ensuring that people who use services are involved at every level. As providers, we need to be better at consulting with a range of people who use services, not just those who may be more vocal or accessible. We need to consider what individuals want and what social care can – and can't – deliver. It is important to be honest about this. Personalised services are important as they recognise the individual at the heart of care.

People need to see SCIE as the place to turn to in order to understand what excellence in social care is.'

This year, Sylvie was named *Daily Mail's* Inspirational Woman Of The Year.



Developing the workforce

The successful transformation of social care services will depend on a more flexible, skilled workforce with enthusiasm for learning new skills. SCIE continues to produce and share resources that focus on the development of skills.

SCIE has made a serious commitment to developing the social care workforce at all levels. *Care Skillsbase*, the new SCIE resource produced in collaboration with Skills for Care, offers free, practical web-based tools that help social care employers improve the communication and number skills of their staff. These are skills that many social care staff lack and often inhibit their ability to do their job effectively. *Care Skillsbase* offers specially designed tools to help. The tools are quick, easy to use, and do not require any specialist skills or expertise.

Excellent social care depends on a trained and skilled workforce, placing continuous learning at its core. SCIE runs an annual student and lecturer campaign; sending SCIE resource packs to over 12,000 social work students at UK universities. Our free resources directly reflect the core curriculum for social work education and training.

This year saw the launch of the National Skills Academy for Social Care, the first welfare-related Skills Academy in the National Skills Academy network. The Skills Academy will complement the existing organisations within the sector, identifying gaps, transforming provision and promoting excellence in skills development, learning support

and training practice in social care. A key function will be to support the National Management Trainee Scheme – a new graduate training scheme for managers in social care. SCIE is proud to support the Skills Academy.

Putting People First sets out the expectations and challenges for directors of adult social care in delivering the transformation of social care. The Workforce Strategy (2009) further outlines these expectations. SCIE, working with ADASS, Skills for Care, and the National Skills Academy for Social Care, has produced a framework to help directors understand the competencies that they need to fulfil their role effectively. The framework outlines the key skills, knowledge and behaviour that make an exemplary director.

This year, over 40 leaders from children's and adults' social care services celebrated successfully completing the Social Care Leadership Development Programme. SCIE coordinated the programme, funded by the Department of Health and delivered by a partnership of the University of Birmingham, the King's Fund and the Tavistock and Portman NHS Trust.

The post-graduate course covers three key areas: leadership for social care outcomes, personal



Our impact

Debbie Ford, senior lecturer – social work, Edge Hill University

'SCIE resources present knowledge in a centralised area which is very accessible to practitioners who may not have time to visit libraries or read books. I have used the systematic reviews to assist me in research and the SCIE guides to help with my curriculum planning and development of teaching and learning for modules I teach on.

I also link social work students to the e-learning resources via our virtual learning environment. The e-learning resource on communication skills and *Teaching and learning human growth and development in social work education: older people* have been

particularly useful.

SCIE's website is a place to find out about research and also to get practical experience of developing knowledge and skills. Busy practitioners who want to be evidence-based and critically reflective workers need an informative site dedicated to acting as a central point for finding out discussion and research around good practice in a range of social care issues that are pertinent for day-to-day practice.'

and organisational leadership and community leadership. This year's graduates came from a variety of social care backgrounds, including local authorities, voluntary, independent and user-led organisations. Supporting leadership development is a key area for the newly formed National Skills Academy for Social Care.

SCIE has also updated and reissued *Leading practice*, our successful development programme for first-line managers. *Leading practice* is an in-house training programme to support first-line managers, recognising their vital role as leaders but also as practitioners.

Shaping the future together

It is vital that the debate is held now over how social care will look in the future. SCIE made an important contribution to the Government's social care Green Paper. Resources are limited – especially now. We realise that the financial situation is difficult and SCIE's mission is to encourage innovation and improvement so that existing services are of high quality and provide the best possible value for money.

One way in which SCIE is supporting the transformation of adult social care services in England is by establishing links with existing regional networks and systems. We are working with the nine Government regional offices, Regional Improvement and Efficiency Partnerships, Association for Directors of Adult Social Services (ADASS) and Joint Improvement Partnerships (JIPs). The aim is to provide a tailored work programme in every region, identify opportunities for joint working with the DH, and to build up SCIE's regional networks with other bodies and stakeholders.

SCIE made a significant contribution to guidance on the role and accountabilities of the Director of Social Services in Wales and the Deputy Chief Executive was a member of the stakeholder advisory group on paying for care in Wales.

SCIE's acknowledged experience and expertise means we often work with important organisations to move forward the social care agenda. We are

also working with the independent sector who deliver so much of the direct care. Partnership working brings different skills and resources together to deal with a common problem.

'Partnership working brings different skills and resources together to deal with a common problem.'





SCIE's *Personalisation: a rough guide* and series of related briefings have been co-produced with experts in their particular field, for example Carers UK and the National Housing Foundation, giving valuable insight.

Keeping up with international developments in evaluating and sharing knowledge about good practice is very important to SCIE. Earlier this year we hosted a two-day international seminar which focused on the major issues within social care. Delegates from Europe and Canada looked at subjects such as the rigour of the evidence base required to identify good practice, and what political issues need to be addressed in developing it.

Our impact

Sue Ramprogus, Programme Manager, North West Joint Improvement Partnership

'SCIE and the North West Joint Improvement Partnership jointly appointed a practice development manager to investigate and make recommendations in relation to knowledge management and evidence-based practice activities and networks in adult social care in the region. This post is now embedded within the work of the JIP.

The practice development manager is leading the JIP's Evidence and Knowledge Management workstream.

As a result of this arrangement, the JIP, local authorities and other provider organisations in the region can take advantage of SCIE services like the Athens pilot (providing free access to the full-text of electronic social care journal articles), regular e-bulletins, and involvement in the new Transforming Adult Social Care website (a project led by SCIE).

SCIE's involvement with the JIP has, therefore, helped to raise the profile of knowledge management and evidence-based practice in the region, as well as provided a means for promoting SCIE's work regionally.'

Going digital

Reaching 1.6 million social care workers is a massive task. As more and more people are accessing information on the internet, SCIE is investing in a range of online, multimedia services available free of charge to everyone.

As part of our digital focus this year, SCIE has also developed Social Care TV – a new online service for everyone involved in the social care sector. It aims to bring to life the work and lives of people involved in all aspects of social care, through a mix of multimedia programmes and e-learning resources. We are also leading on an e-enablement programme to improve online access for the social care sector.

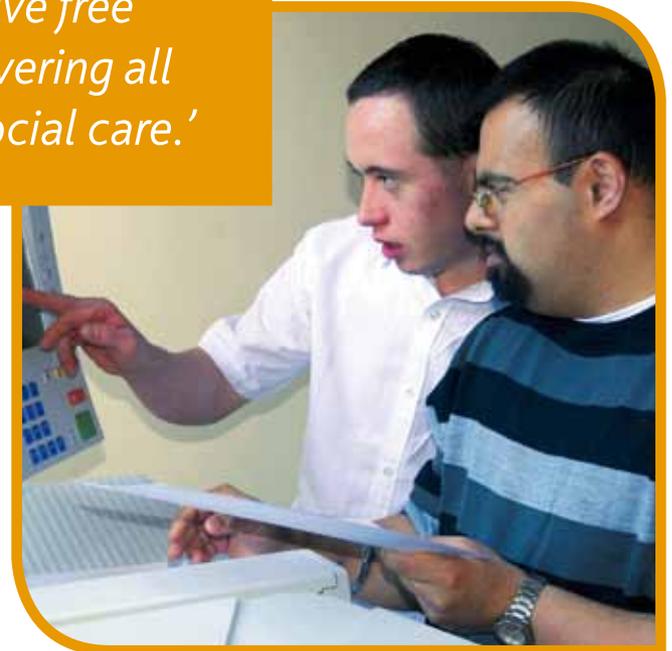
Social Care Online continues to be the UK's most extensive free database covering all aspects of social care. Receiving up to 90,000 visitors a month, it is our most widely used resource. Developments in the past year have included a new events calendar and e-mail updates. We also published the Social Care Online taxonomy as part of our knowledge management work.

Local authority social care staff in some areas of the country are now eligible to apply for an Athens password. SCIE has taken on the password and account administration of the scheme. This

will allow them to access the NHS national core content collection, which contains a wide range of e-journals, e-books and databases, free of charge through SCIE's Social Care Online website.

SCIE will continue to move our digital strategy forwards over the coming year. We know that print formats

'Social Care Online continues to be the UK's most extensive free database covering all aspects of social care.'





Our impact

Trevor Adams, University of Surrey

'SCIE's *Introduction to mental health of older people* e-learning resources provide a very good introduction to the subject. They are easy to use, and the variety of activities and multimedia nature of the resources support learning and revision needs well.

The videos of people with dementia talking about their condition and interviews with health and social care professionals are particularly powerful. As a result of viewing the resources, I incorporated them into one of my teaching modules as additional learning. They have also become an additional feature of a module for nurses working with people with

dementia in general hospitals.

It is vital to disseminate good practice in order to develop social care. SCIE has a large impact on this through the range and accessibility of its resources.'

continue to be important for many audiences, particularly summaries which allow information to be easily digested. To support this need, SCIE has launched a new *At a glance summary* format for its guides and reports, which allow key messages to be quickly grasped, as well as signposting further information.

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

David Walden
Director of Adult Services and Regional
Development

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 25 years as a hands-on provider of care. She is the Chair of National Care Association and Vice Chair of Skills for Care, and has served on a number of Government taskforces. Nadra is also a member of the Learning and Skills Council South East.

Ziggi Alexander CBE (until 31 May 2009)

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. Until recently, Ziggi was 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

(until 31 September 2009)

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

(until 31 September 2009)

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 Deputy Chief Executive and Director of Children's Services for Central Bedfordshire Council.

She is Honorary Secretary of the Association of Directors of Children's Services and a board member of the National Children's Bureau.

Brenden Keane

Brenden works for A National Voice (ANV), an organisation run by and for care-experienced young people. Brenden has direct experience of the care system and considerable experience of facilitating the empowerment of other care-experienced young people.

Mike Lauerman CBE

Mike is an independent consultant in social care and children's services. Mike is also Chair of Skills for Care North East Regional Committee and is on the Skills for Care board.

Ann Macfarlane OBE

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. In 2009, Ann was awarded an OBE for services to disabled people.

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 Retirement – Assisted Living, 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 worked in inspection and regulation, service improvement and policy development at the Department of Health. He is currently a consultant working in health and social care.

Jenny Owen

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

Terry Philpot (until 31 September 2009)

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.

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