

SOCIAL CARE INSTITUTE FOR EXCELLENCE

England & Wales · Charity number 1092778

Details

Other names	SCIE
Status	Registered
Legal form	Charitable company
Company number	04289790
Registered	2002-07-03
Register	View on the Charity Commission register

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Activities

Objects: THE RELIEF OF NEED ARISING FROM YOUTH, ILLNESS, DISABILITY, OLD AGE AND/OR POVERTY IN PARTICULAR, BUT NOT EXCLUSIVELY, BY:1 THE REVIEW, PROVISION AND DISSEMINATION OF KNOWLEDGE AND GUIDELINES FOR GOOD PRACTICE IN SOCIAL CARE; 2 UNDERTAKING RESEARCH AND DELIVERING CONSULTANCY SERVICES AND TRAINING TO PERSONS WHO USE, WORK IN, OR ARE OTHERWISE INVOLVED IN SOCIAL CARE;3 WORKING ACROSS THE INTERSECTION BETWEEN HEALTH AND SOCIAL CARE SERVICES TO FACILITATE THE EFFECTIVE PLANNING AND PROVISION OF SOCIAL CARE; AND4 TACKLING THE INEQUALITIES THAT EXIST WITHIN HEALTH AND SOCIAL CARE SERVICES WITH THE AIM THAT ALL PEOPLE CAN LIVE IN THE PLACE THEY CALL HOME, WITH THE PEOPLE AND THINGS THEY LOVE, DOING WHAT MATTERS TO THEM, IN COMMUNITIES WHICH LOOK OUT FOR ONE ANOTHER; AND IN EACH CASE, WORKING WITHIN ENGLAND, SCOTLAND, WALES, NORTHERN IRELAND, THE CHANNEL ISLANDS, THE ISLE OF MAN AND/OR THE REPUBLIC OF IRELAND; PROVIDED THAT IN SO DOING THE CHARITY SHALL NOT RELIEVE LOCAL AUTHORITIES OR OTHER BODIES OF THEIR STATUTORY OBLIGATIONS.

Activities: SCIE improves the lives of people who use care services by sharing knowledge about what works. We are an independent charity working with social care and social work services across the UK. Our work helps to improve the knowledge and skills of those working in care services. People who use these services and their families also use our resources to make informed decisions about their care.

Classification

- **How:** Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, Disability, The Prevention Or Relief Of Poverty
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** NATIONAL
- Northern Ireland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£6,197,919	£5,549,242	£5,070,720	61
2024-03-31	£4,853,644	£4,777,841	£4,422,043	48
2023-03-31	£4,484,134	£4,181,629	£4,346,240	41
2022-03-31	£4,786,471	£4,309,337	£-384,841	35
2021-03-31	£4,627,667	£5,255,094	£-1,151,399	45

Trustees

Name	Role	Appointed
Right Honourable Paul Kenneth Burstow	Chair	2017-07-27
Brett Terry		2022-07-14
Georgia Chimbani		2023-07-18
Isaac Samuels		2024-09-30
John Grosvenor		2021-09-06
Margaret Lally		2019-03-21
Rachel Armitage		2018-05-24
Zoe Hallam		2022-07-14

Accounts



social care
institute for excellence

Collaborating and innovating in social care to improve lives

Annual report and financial statements 2024/25

31 March 2025



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About SCIE

The Social Care Institute for Excellence (SCIE) is an independent social care charity, collaborating and innovating with a wide range of partners and people with lived experience, to improve people's lives. Working across social care, health and related services such as housing, for adults, children and families, we contribute to the development and implementation of better care, support and safeguarding at local and national level.

As we are not-for-profit, our income goes towards improving social care, delivered through our four offers: innovative **consultancy**, expert **training**, extensive **resources** and information, and evidence-based **insights**. Co-production with people with lived experience underpins and informs what we do, and with over twenty years' experience we bring a wealth of trusted, evidence-based expertise to work together to help transform care.

“ SCIE has demonstrated considerable flexibility, making sure their input was responsive to the culture of adult services in Bromley and the needs of our residents. Their breadth of knowledge of social care, trends and best practice has really helped in planning and then making those adjustments as we've progressed. On co-production, they have supported to build on the good practice we already had in place and begin to embedding it as a guiding principle in the Council and beyond in our wider partnership. ”

Donna Glover

Director of Adult Services, London Borough of Bromley



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Chief executive's report

Our purpose at SCIE is to collaborate and innovate with a whole range of partners so that people can easily receive social care, and through it, live more independent, fulfilling and better lives.

That is why we exist. But we couldn't do it without you, our partners, and our amazing staff. Our achievements in the last year are joint achievements, and are down to the collaborative and innovative efforts that I see everywhere in social care, despite the hardship and the continuing pressures that so many of you working in social care face on a daily basis. I am proud that SCIE can help to shine a positive light on all the good work you do.

This has been a year of change, bringing fresh promise with the new Government's talk of a National Care Service. As the Casey Commission moves forward in its efforts to design a better system for the future, we look forward to working with Baroness Casey and partners across the sector – crucially including people receiving care and support, and their family carers – to create sustainable solutions that will truly improve lives.

Across our not-for-profit consultancy, insights, training and resources outputs this year, I have never more strongly seen the power of collaboration and innovation. Perhaps particularly so in our work supporting the Department of Health and Social Care (DHSC)'s Accelerating Reform Fund (ARF). When I visited Worcestershire to understand their project better, the programme leads Kim Terry and Mel Smith were clearly passionate about what they were going to be able to achieve for unpaid carers. I spoke to carers who told me how this work was significantly transforming what had been a very difficult experience for them, helping them to feel supported and connected. The commitment and enthusiasm of staff members shone through as they showed me how innovations like assistive technology were improving lives.

We have now completed our main support role to the ARF, although we are continuing in a small way to help where we can. This was a first of its kind grant fund in England in its focus on identifying and scaling up innovations particularly for unpaid carers, whose enormous selfless contribution does much to keep the system going. Do read our independent report 'Embracing change: scaling innovation in social care practice', setting out invaluable key learnings for the sector and best practice so far. We hope it offers you solutions and powerful insights into how to start, sustain and scale innovation. We look forward to reporting back further on progress from this rare, interesting testbed of innovation in practice.

We have had a successful first year working with Partners in Care and Health (PCH) on a programme of sector-led improvement support for social care and public health services in councils, funded by the DHSC. Local authorities and practitioners tell us our direct support, and range of resources supplementing it, are helping them deliver improved services in areas such as digital transformation, housing, safeguarding and co-production. We're also supporting local authorities requiring improvement post-Care Quality Commission (CQC) inspection. I would like to thank all our partners, stakeholders, and supporters, along with my wonderful team at SCIE: every employee, the Board of Trustees, our Co-production Steering Group and wider network who collectively have delivered another successful year of impact to improve lives. It is only together that we can ensure everyone receives high quality care that enables choice, control and independence.



Best wishes

Kathryn Marsden, OBE (formerly Kathryn Smith)
Chief Executive, SCIE

Chair's report

Nine years of purpose, challenge, and reform

When I took on the role of Chair at the Social Care Institute for Excellence (SCIE) in July 2017, I joined an organisation with a distinguished legacy and a deep sense of mission. What I couldn't have fully appreciated then was just how much this journey would come to define my own commitment to social care reform – and how profoundly the values of co-production, evidence and partnership would shape both the direction of SCIE and the wider reform narrative.

SCIE's story over the past nine years is one of hard-won transformation – internally, as we restructured and reimagined the organisation for resilience and impact, and externally, as we played an increasingly vital role in responding to crises, shaping policy and catalysing long-overdue change in adult social care. When I arrived, SCIE faced financial fragility. Deficits were ongoing, and though austerity-era funding cuts contributed to the cause, the real challenge ran deeper. The business model had become unsustainable, our operating systems outdated and our organisational footprint misaligned with our income. We needed to change fundamentally to survive – let alone thrive.

Together with our exceptional Board and staff – and most crucially, in partnership with Kathryn Marsden (then Smith), whom I had the privilege of appointing as Chief Executive – we delivered that change. Kathryn brought strategic discipline, clarity of vision, and an unwavering commitment to our values. Her leadership through periods of uncertainty, including the COVID-19 pandemic, was exceptional. We transitioned SCIE into a remote-first organisation, modernised IT and finance systems, exited costly long-term liabilities such as the defined-benefit pension scheme, and diversified income streams. These changes were not easy. They required tough decisions and deep candour. But they worked. We moved from deficits to four consecutive surpluses and counting, built a meaningful reserve, and made strategic investments to create an organisation that is both financially resilient and fit for the future. These internal reforms matter not just for their own sake, but because they have strengthened SCIE's role as part of the sector's critical infrastructure – trusted to translate policy into practice, to convene diverse voices, and to deliver meaningful change.

Throughout my tenure, SCIE has remained close to the pulse of the sector. During the pandemic, we launched the National COVID Hub in record time, providing timely guidance and safeguarding resources accessed by hundreds of thousands. We supported local authorities and providers in adapting to fast-changing demands, showing SCIE at its agile best – anchored in purpose, driven by need.

But SCIE's role has extended far beyond crisis response. We have consistently influenced national policy – co-chairing the Commission on the Role of Housing in the Future of Care and Support, embedding Think Local Act Personal (TLAP)'s 'Making it Real' framework in CQC's new assurance model, contributing to the Adult Social Care White Paper, and shaping innovation through the ARF and sector-led improvement programmes. Among these, I am particularly proud of SCIE's work in 2024/25 supporting the DHSC's ARF. By helping local systems innovate for unpaid carers, SCIE demonstrated how lived experience and local insight can drive practical solutions with national relevance. This work exemplified the best of SCIE – strategic, people-centred, and grounded in the urgent realities of the system.

SCIE has actively contributed to key system reviews and reform agendas – most recently through our work to support the Casey Commission. These interventions are not merely consultative; they are part of how we embed reform. From parliamentary scrutiny to national design efforts, SCIE has become a bridge between people's experience and policy ambition.

The thread that runs through it all is the unfinished business of the Care Act 2014 – a law I had the privilege of helping shape as Care Services Minister. That legislation was a watershed moment: it consolidated decades of fragmented policy, placed wellbeing at the heart of care, strengthened rights for carers and promised a lifetime cap on care costs. It was, and remains, the most coherent blueprint for modern social care this country has produced.

But the promise of the Care Act has too often been betrayed by a lack of delivery. The cap, initially due in 2016, was deferred repeatedly before being finally abandoned in 2024. Local authorities, under increasing financial strain, continue to ration services. Millions of older people and working-age disabled adults remain unsupported. And unpaid carers – around 1.5 million providing more than 50 hours of care a week – shoulder a burden valued at £184 billion annually, often at enormous personal cost.

This is not just a policy failure. It is a moral failure – a systemic reluctance to match legislative vision with political resolve and investment. SCIE's internal renewal over these nine years has therefore never been just about financial turnaround or operational efficiency. It has been about ensuring that our organisation was ready to meet this national moment with clarity, credibility, and impact.

That moment may now be upon us. The launch of the Casey Commission in early 2025 represents the most promising opportunity in over a decade to restart reform. With interim proposals expected in 2026 and a full vision by 2028 – including the potential creation of a National Care Service underpinned by national care standards – this is a critical juncture. The Commission has rightly warned that failure is possible without a compelling, costed, data-driven case for reform. SCIE continues to argue that reform must not begin from scratch. The Care Act provides the foundation. What's needed now is implementation: embedding co-production as a form of governance, prioritising prevention investment, defining national care standards and creating enduring political consensus. We must move from aspiration to delivery—from legislation to lived experience.

As I prepare to hand over the baton, I do so with full confidence in SCIE's future. The organisation is financially sound, strategically focused and equipped with an exceptional leadership team. It is ready not only to continue delivering impact today, but to help shape the system we will need for the decade to come: one built on equity, national consistency and meaningful accountability. The next Chair will inherit an organisation well placed to support the implementation of national standards, the evolution of assurance models and the delivery of long-term reform. Our direction is now firmly future-facing – strengthening the infrastructure of care with the same determination that once rescued it from fragility.

I want to thank everyone who has shared this journey: staff, trustees, partners and above all, the people and communities we exist to serve. SCIE has been my professional home for nearly a decade, but it has also been something more: a place where values meet action, and where reform is not just advocated, but actively built. I hope the legacy we leave is clear: an organisation that lives the values it champions, that has helped steer the sector through storm and change and that now stands ready to support the transformation our country so urgently needs. It has been an honour to serve.



Rt Hon Paul Burstow,
Chair, SCIE
2017–2026

Who we are and what we do

We are an independent social care charity working with a wide range of partners and people with lived experience, to improve people's lives.

Our purpose

We collaborate and innovate in social care to improve lives

Our vision

A society which enables people who draw on social care to live fulfilling lives

Our mission

To support best practice, shape policy and raise awareness of the importance of social care, working together

Our strategic objectives

- Embed co-production and the voice of people with lived experience in the design and delivery of care and support services, policy and research
- Drive innovation and improvement in social care
- Influence and support implementation and delivery of better policy
- Improve safeguarding skills, knowledge and practice

From over 20 years' experience, we bring a wealth of trusted, evidence-based expertise to work collaboratively to help transform care. Our staff – former practitioners in social care, researchers, experts in training – bring immense depth of expertise and passion for the cause, based on frontline work, using the best available knowledge and evidence about what works in practice.

We translate this into expert advice, guidance and resources, that we share through support, partnerships and collaboration across social care, health and housing. As we are not-for-profit, our income goes towards improving social care.

Our four main offers are:



Your not-for-profit partner, working with you to identify and implement improvements.



Research, evidence and policy insights to drive improvements and innovation, and influence national policy and practice



Bespoke online or face-to-face learning and development including safeguarding, co-production, and strengths-based approaches.



Guidance and tools to support best practice, co-production and innovation

Our impact

We measure our impact across our consultancy, insights, training and resources offers in a number of ways. Here is a snapshot of our impact:

94%

of respondents said that using SCIE services had given them a clearer understanding of best practice

89%

of respondents said that using SCIE services had improved their confidence and skills on relevant topic/s

80%

of respondents said that using SCIE services had helped them improve their services or practice.

Sector reach

Through our consultancy, insights, training, and resources we support all those who work in social care, from local authorities to care providers, government departments and NHS bodies to a wide range of social care practitioners.



3,900,000

website visits



129,000

subscribers to our newsletter SCIELine



8,500

training delegates across all courses



5,500

e-learning course delegates



86,300

social media followers

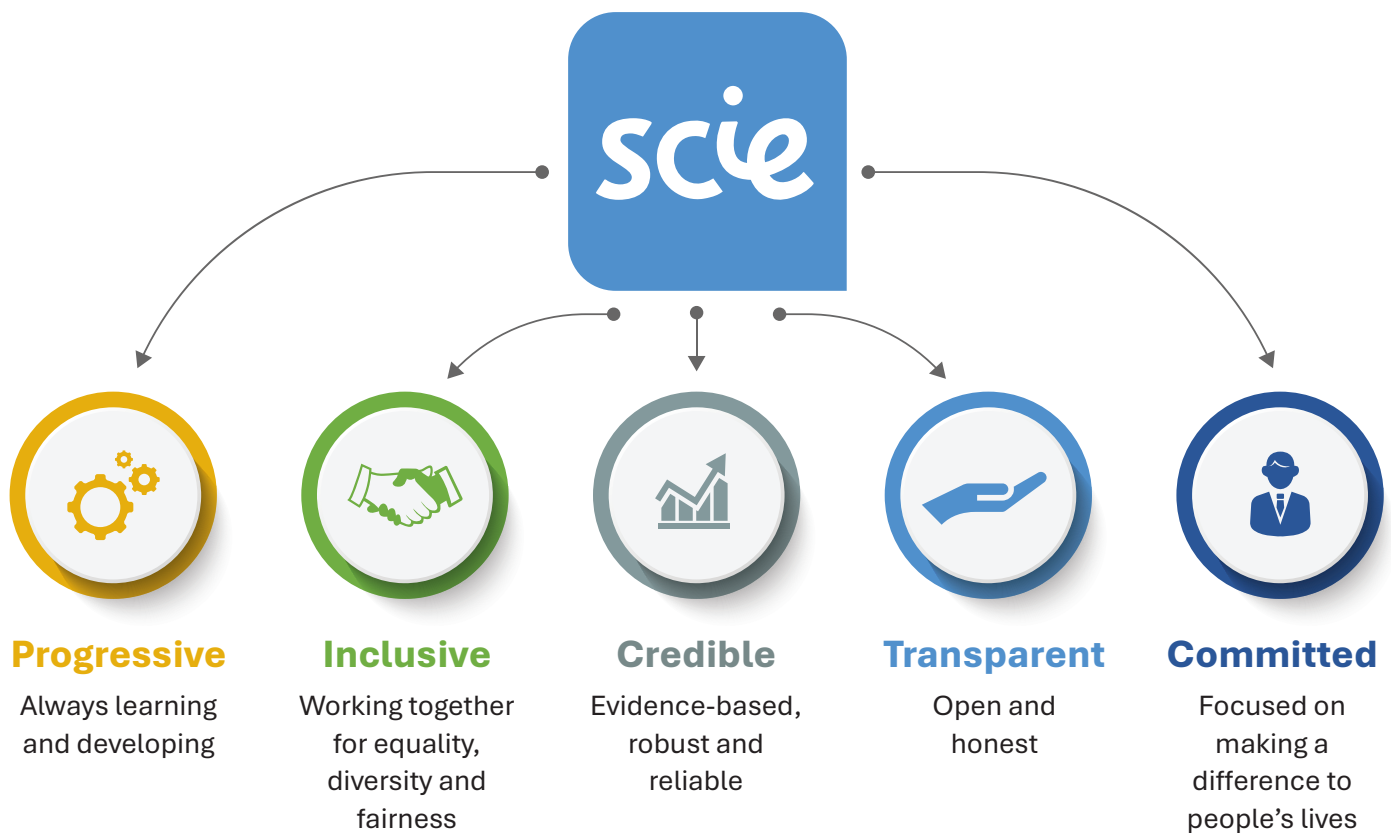


378,000

sector contacts

Our values

Living our values is critical to driving the culture we need to successfully deliver our strategic ambitions.



Our people

Our people are our biggest asset – they bring immense depth of expertise and passion for the cause, based on frontline work and years of broad experience. We cannot deliver our purpose without them, and we recognise the importance of every single person's contribution. Together we are stronger.



We regularly seek the views of our team recognising that those closest to an activity are often the people with the best ideas. We have a variety of ways for staff to share their views and make suggestions on things that we can do better. This includes our **Employee Forum**.



Our annual engagement survey, showed that in 2024/25 **93% of survey respondents reported that SCIE was a good place to work**. The data and insight gained from the result help to drive continuous improvement.



Importantly we work closely with our recognised union, **Unite**.



This year we have made great progress with our **Equity, Diversity and Inclusion (EDI)** delivery plan. We have co-produced an EDI vision with an accompanying set of principles that are aligned to our organisational values. Alongside this there has been other activity such as updating our EDI related policies. **96% of annual survey respondents reported that they trusted their line manager to treat all employees equally regardless of their age, race, religion, disability, sexual orientation or gender.**

Reflections on our achievements

Across the year we have been involved in numerous projects that highlight not only the impact of our work but also demonstrate our commitment to partnership and collaboration and the use of co-production throughout. In the following pages we spotlight key projects and their outcomes based on our consultancy, insights, training, and resources.

Before that, we wanted to reflect on what you have told us in our first ever Insight Improvement Survey and to highlight two projects in more detail that demonstrate our mission and vision in action.

Our new Insight Improvement Survey

In January 2025 we launched our Insight Improvement Survey to gather valuable insights from across social care to shape our services, ensuring we help you improve social care and people's lives as effectively as possible. We are very grateful to have had over 2,000 responses, providing important learning for our future work.



90%

respondents said that SCIE understands and cares about the need to make a difference to the lives of people who draw on care

85%

said our guidance helps them see the bigger picture of their work

85%

agreed that our collaboration with a wide range of social care partners brings useful experience and connections

“ SCIE staff are knowledgeable and experienced in social care ”

83%

respondents either strongly agreed or agreed

“ I trust SCIE because they reinvest their funding to improve social care rather than make profit ”

71%

respondents either strongly agreed or agreed

Reflections on the Accelerating Reform Fund (ARF) programme

What we did

The DHSC's ARF aims to boost the quality and accessibility of adult social care across England, by supporting innovation and scaling, and improving care and support services for unpaid carers.

SCIE has provided hands-on support to the ARF projects. We have been working with local areas to transform care by helping to identify issues and challenges, galvanising co-production and ensuring people who need care and unpaid carers are at the heart of projects.

We have also been encouraging local authorities to benefit from valuable shared learnings and peer-to-peer support by facilitating communities of practice across similar themes.



Ipsos is the evaluation partner

The ARF is a learning programme, so SCIE has an essential role in gathering and sharing evidence to understand how to successfully tackle the barriers to scaling up innovation in social care, alongside the ARF's national evaluation partner, Ipsos.

Reflecting on the past 12 months gives us an opportunity to review what we have learnt, what has worked best and most effectively. Some of the common challenges and requirements for future working have been identified below and on the following page:

Co-production and stakeholder engagement

The need to improve understanding of what meaningful co-production and effective stakeholder engagement is and how to embed it in design onwards.

Procurement

Feedback indicated that some Integrated Care System (ICS) areas managed procurement smoothly, while others faced significant challenges, highlighting the need for more streamlined and consistent procurement practices.

Project planning, strategic leadership and governance

Increasing both hard (specific technical knowledge and training) and soft (leadership, communication, and time management) project management skills is essential, as is transformative leadership and strong governance.

Digital literacy

Integrating new digital solutions with existing systems posed significant challenges. A substantial digital support package is required, and ensuring interoperability and managing data migration from legacy systems is critical to avoid data loss or corruption.

Sustainability and impact measurement

Helping projects develop clear theories of change and impact frameworks is a priority to ensure success.

Collaboration and partnership

Promoting collaboration across local authorities and ICS consortia is vital in reducing duplication and enhancing learning; partnerships with voluntary sectors, universities and charities enables innovation.

What's next?

The ARF was a one-of-a-kind DHSC fund to kick start and scale up innovations in social care with a particular focus around supporting unpaid carers.

The learnings emerging from SCIE's work, and the evaluation learnings that will be made public in Ipsos' findings, will be invaluable to the wider sector in helping understand what works and what doesn't work in supporting innovation in social care. We have shared key learnings and best practice so far in our 'Embracing change: scaling innovation in practice' report, and look forward to disseminating further learnings in due course. Evidence and learning on unpaid carers and innovation at this scale in adult social care provides huge potential so we urge that all learnings are used to drive forward future improvement.

“ SCIE has really listened to the concerns of LAs and the guidance has been responsive and prompt to that feedback. ”

SCIE stakeholder

“ SCIE's involvement has been invaluable in ensuring the success of this initiative. ”

ARF project lead

“ What the [ARF] did was offer us an opportunity to work out of our typical systems, where there may be more restrictions to being innovative. ”

Service Director for
Adult Social Care,
Cambridgeshire Council

While our main support phase ended March 2025, we are looking forward to continuing to support the momentum created by the ARF over the coming months however best we can.

Please visit our dedicated ARF webpage for our 'Embracing change' report, a wide range of case studies and ongoing updates on our activity and the support being provided.



Reflections on Ignite: Commissioning for the future training programme

In recognition of the critical role adult social care commissioners play, and because of the diverse and complex set of responsibilities they undertake, the DHSC invested in 'Ignite: Commissioning for the future', the first national training programme with a practical focus aimed at senior local authority commissioners of adult social care.

A DHSC review into commissioning capabilities within the sector identified a significant gap around support to develop commissioners' strategic leadership abilities and a lack of peer learning opportunities. SCIE was commissioned, in partnership with consultancy firm EY and West Midlands ADASS, to design and deliver a 'Commissioning for the future' pilot training programme. Launched in Spring 2024, the pilot was for approximately 150 senior adult social care commissioners in England.

What we did

SCIE worked with EY and ADASS to design and deliver a 'first of its kind' national training programme to deliver transformational change in adult social care commissioning. The programme was designed to support commissioners to strengthen the use of strategic, preventive and outcomes-based market shaping approaches.

SCIE supported with the design and delivery of the three learning modules and four masterclasses. We drew on our extensive knowledge of adult social care and commissioning, leveraging our networks to bring in aspirational people who could lead the discussion with senior commissioners.

This included experts from Community Catalysts, TLAP and IMPACT (Improving Adult Care Together) to support the following masterclasses:

01 | Equity, Diversion & Inclusion (EDI)

.....

02 | Co-production

.....

03 | Asset-based commissioning

.....

04 | Sustaining & scaling innovation

.....

Impact and outcomes

A transformational training programme was developed, designed to lead the future direction in commissioning adult social care, and our wide-reaching communications ensured full take-up.

“ SCIE has been absolutely invaluable with the Ignite programme. **”**
DHSC stakeholder

Spotlight on impact



Your not-for-profit partner, working with you to identify and implement improvements.

During 2024/25 SCIE worked with over 20 clients across our local improvement, safeguarding and DHSC-funded work and launched partnerships with sector stakeholders including leading technology solutions provider Agilisys.

“ Using SCIE consultancy on our coproduction improvement journey has ensured the principles are embedded in our approach to service re-design. ”

Head of Adult Services, local authority

Spotlighted project:

Sandwell Council – Digital Maturity Programme



Aims

- Enhance digital awareness: develop a deeper understanding of digital maturity within the authority and promote best digital practices.
- Identify digital opportunities: identify key digital opportunities for improvement.
- Champion digital working: foster a culture of digital working and explore the potential of new digital tools to improve service delivery.
- Share best practices: facilitate knowledge exchange and learning by sharing best practices and promoting successful digital initiatives.
- Drive improvement: support local development and implement digital strategies to drive improvement and transformation.

Activities

- We provided a 'critical friend' role in reviewing the Sandwell Draft Digital Strategy, offering constructive feedback and identifying opportunities for further development.
- We focused on identification of the supporting engagement, communications, support, training and guidance elements and approaches required to support the successful introduction and acceptance of new technology into team practice.
- Having identified potential barriers to digital adoption, we developed strategies to address resistance to change.
- We encouraged co-production and user involvement in shaping digital solutions to enhance buy-in and effectiveness.
- We created opportunities for Sandwell Digital Pioneers to engage in community of practice events with colleagues from other Digital Maturity Pathfinder Authorities and wider networks.
- We promoted knowledge-sharing and the exchange of best practices, lessons learned, and innovative approaches to digital adoption.
- To assess the effectiveness of engagement, training, and adoption strategies, we suggested qualitative and quantitative measures.

Impact and outcomes

With the support of SCIE, the tools are in place for the implementation and further development of the council's digital strategy which includes piloting key projects and establishing a staff champions group, which will provide a solid base for further innovation.

Feedback from our interviews and workshops provided valuable insights into how important culture change was to sustainable change.



“For a while, there has been a feeling of disconnect between the strategy and how we support frontline practitioners to embed tech within their practice. Attending these (SCIE) workshops today has really helped me to understand the type of support that would enable them (staff) to confidently embed tech within the roles.”

Sandwell stakeholder

“Until today's session, I didn't know that 90% of these things [tech] existed.”

Team member

“Digital means more autonomy, this is more person-centred.”

Sandwell stakeholder

Spotlight on impact



Research, evidence and policy insights to drive improvements and innovation, and influence national policy and practice.

We set a priority to speak with an authoritative voice on how we improve people's experiences and outcomes of social care, providing sector leadership and a strong policy perspective.

SCIE stands ready to work with the Government and the Casey Commission and other political parties to help establish a long term and sustainable future that will be to the benefit of all citizens and the economy.

“ They [SCIE] bring us expertise of a wide range of partners including people with lived experience. When I was talking to them it was like I was speaking to all the people they had spoken to. ”

policy maker

Spotlighted project:

CareTech Charter launch at political party conferences

CARETECH CHARTER



Aims

- Support innovation to improve lives, asking MPs, councillors and stakeholders to sign up to some practical recommendations to ensure digital technology is embedded in local and national infrastructure.
- We hope this Charter will stand the test of time and serve as a guiding light for the government and a useful asset for parties in catalysing positive change.

Activities

- We hosted panel discussions with Policy Connect at each of the major political party conferences, reflecting upon the vitality of innovation in driving the new Government's missions and creating a sustainable sector able to meet the needs of a 21st century population.
- The promotion of the CareTech Charter was central to each event.
- All panel discussions were well attended and gained engagement across all of SCIE's social media channels and externally through media exposure in the trade press.

Impact and outcomes

Members of Parliament, including Ben Coleman, Anna Dixon, Freddie van Mierlo and Steff Aquarone, participated in our panel discussions reflecting on local and national initiatives transforming the lives of people who rely on care and support, as well as their respective calls to action on what needs to change to secure a thriving social care system. Our presence at party conferences, in conjunction with wider public affairs efforts, have contributed to a growing profile for SCIE which culminated in our CEO, Kathryn Marsden OBE, being called to give oral evidence to the Health and Social Care Committee in January 2025 as part of their inquiry 'Adult social care: the cost of inaction'.

Spotlight on impact



Bespoke online or face-to-face learning and development including safeguarding, co-production, strengths-based approaches.

During 2024/25 SCIE trained over 3,000 people across our safeguarding, co-production and strengths-based approaches training offers.

“ I am so pleased with the content that was covered today and the team have been really complimentary about the impact of it on them and how they will use it in their working day. ”

Insight Improvement Survey feedback

“ The structure and content have been informative and provided a depth and breadth of information that will support all of our journeys in future work, in whatever way we choose to use the knowledge we have all gained. ”

Insight Improvement Survey feedback

Spotlighted project:

Spotlighted project: Lancashire County Council – embedding strengths based practice



Aims

- Create the right cultures and behaviours, consistently and across the county, that, along with structural and operational changes, will promote independence and community-based support and improve outcomes for residents across Lancashire.
- Support the workforce to develop the required knowledge, skills and capacity to embed a strengths-based approach into every part of adult social care.

Activities

- SCIE was commissioned to deliver a programme of leadership development and training to embed the culture change needed to address challenges within adult social care.
- Our training combined online facilitated sessions and in-person events.
- We provided tailored support across three cohorts including Strengths-based Practice Champions, Social Work and Practice Teams and Wider Adult Social Care Teams and support functions.

Impact and outcomes

Over 800 adult social care professionals participated in the training.

We surveyed participants post training, and 100% of respondents said that the training met their expectations, their knowledge had improved, they felt able to apply what they had learned to practice and would recommend it to others.

Qualitative feedback provided insights into how important the engagement and commitment of the participants were, coupled with the identification of any corresponding barriers that needed to be addressed.



“ Without access to the information provided, I would have not gained the skills and knowledge required to meet the demands of my job and general professional development. ”

Social worker, local authority

“ Fabulous, made me think about my practice. ”

Training delegate

“ Best SBA training ever. ”

Training delegate

Spotlight on impact



Guidance and tools to support best practice, co-production and innovation.

We have launched a wide range of resources over the last year including **Co-production impact** and **Housing toolkits**, a Care Equity evidence hub prototype, **Deprivation of Liberty Safeguards tools**, and 'Get me to hospital' and 'Tackling inequalities in care for people with learning disabilities and autistic people' guidance.

“ This looks like a very useful resource to measure the impact for people of our developing Co-production strategy. ”

Director of Adult Services, local authority

Spotlighted project: Co-production impact tool

Aims

- Support groups and organisations to assess and report on the impacts of co-production
- Help address a gap in co-production impact assessment
- Be relevant and align with local authorities' needs
- Ensure accessibility for the range of audiences.

Activities

In April 2024 we published a new co-production impact resource, building on the findings of recently published research projects including '**Developing our understanding of the difference co-production makes in social care**' and '**Findings from SCIE's Co-production Survey 2023**' which highlighted the need to better understand and report on the impacts of co-production.

We know that demonstrating longer-term impact from co-production and the benefit of investment in it is key to driving changes at a strategic level.

We therefore included step-by-step guidance on how to best develop a tailored co-production impact framework.

Impact and outcomes

This resource has provided:

- an improved approach to impact assessment and guidance on developing co-production impact frameworks
- a tailored co-production impact framework that speaks to local needs
- a better understanding of co-production impact and outcomes.

“ Reporting impact has always been challenging in general and I think (this resource is) a great help, it will help to organise the process and collect what is needed. ”

Manager, charity supporting people with learning disabilities

Spotlight on impact

Think Local Act Personal (TLAP)

TLAP is a national partnership committed to transforming health and care through personalisation and community-based support. The partnership is hosted by SCIE and spans central and local government, social care providers, the NHS, and the voluntary and community sector as well as people with lived experience, through the National Co-production Advisory Group (NCAG) and allies.

Spotlighted project:

Co-production of direct payments resources for practitioners

Aims

Direct payments can offer life-changing choice and control, but social care teams often face challenges in making them work well. A new set of bite-sized learning resources were designed for social workers and practitioners, helping to build confidence, spark reflection, and embed good direct payments practice.



Activities

Resources were created with the support of the Southwest Direct Payments Network, NCAG and the Independent Living Group.

They were designed to help those working in adult social care to learn more about direct payments and how you can use them to make a huge difference to people's lives. The resources included seven modules **Understanding Direct Payments learning series - TLAP**.

These modules included videos and the ability to test yourself at the end of each module, along with a feedback survey.

Impact and outcomes

The resources have received over 12,000 page views since launch (*as at July 2025*)

These resources enable those who work in adult social care to:

- co-produce outcomes with people
- give them choice and control
- enable flexibility for care and support to be tailored to a person's goals
- provide a clear and achievable means to measure how direct payments make a difference to each individual they work with.

93% of users have rated the resources as 'extremely useful' or 'useful'.

“Direct payments can appear complicated, this information simplifies the process.”

“Completing the modules has definitely provided me a better understanding – and I feel more confident about sharing this information with people.”

“Very user friendly and easy to understand.”

Future priorities

Thank you to all of our partners, collaborators, stakeholders and charitable supporters over the last year, it has been a privilege to work with you all.

In 2025/26 we look forward to continuing to work in partnership and collaboration with you. Do please get in touch if you would like to know more about the projects and activities we are planning.

Priority	We will...
Embed co-production Embed co-production and the contribution of people with lived-experience in our work; the design and delivery of care and support services; in policy and in research to better meet peoples' needs	● produce co-produced guidance, tools and workshops on using <i>Making it Real</i> across five domains (safe, effective, caring, responsive, well-led) within Local Authority Assurance, care homes and supported living, mental health services ● provide guidance and support to local authorities to set up their own <i>Making it Real</i> boards to shape local improvement plans in co-production ● work with commissioners to map opportunities and approaches to co-production onto the commissioning cycle ● continue to deliver an engaging and impactful Co-production Week that contributes to raising awareness across broad and varied audiences.

Priority	We will...
Drive innovation Drive innovation and improvement in social care to deliver better outcomes for children and adults who need care and support	● deepen our partnership with PCH to provide an ever more joined up and user-centred service ● continue to evolve and promote our newly developed children's offer to market ● implement our new charitable offer (the SCIE 'Social Care Impact Awards'), evaluate its success, and roll out a second iteration based on learning. ● continue to increase the value of contracts and drive up the retention of repeat business with key clients.

Priority	We will...
Better policy Influence and support implementation and delivery of better policy to improve the lives of people accessing care and support	- design and deliver policy round tables to influence the Casey Commission review of social care, such as the design of care standards and the capacity required to deliver the policy - complete the development of our new Care Equity hub and promote its future potential across audiences - close down our formal support on the ARF and continue capturing and disseminating post-ARF learning over the remainder of the year.

Priority	We will...
Safeguarding Improve safeguarding skills, knowledge and practice to keep children and adults safe and support their social wellbeing	- finalise a market research project and act on the findings for SCIE to deliver safeguarding support to relevant and appropriate audiences and markets - continue to increase the value of contracts and drive up the retention of repeat business with key clients, along with developing a more proactive approach to selling services - host roundtables to understand the intersection between personalisation and safeguarding.

Priority	We will...
Organisational development Organisational development and infrastructure ('enablers')	- oversee recruitment of a Chair Elect and new Trustees - begin working towards the development of a new organisational strategy, underpinned by long term multi-year financial planning - develop a new Target Operating Model including the development and mainstreaming of new tools and approaches into business as usual.



social care
institute for excellence

Governance report 2025



Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102)
- make judgements and estimates that are reasonable and prudent
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

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

This confirmation is given and should be interpreted in accordance with the provisions of s.418 of the Companies Act 2006.

The Trustees are responsible for the maintenance and integrity of financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

SCIE's Board of Trustees

Up to 15 people are able to sit on SCIE's Board of Trustees. At the time of this report, the board had 10 members, including its Chair. In the event of the charity being wound up, members are required to contribute an amount not exceeding £1.

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

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

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

The Board of Trustees is supported by an Audit and Risk Committee, a Nominations and People Committee and a Policy and Research Committee, which meet throughout the year.

The Audit and Risk Committee is established by the Board to make recommendations, provide oversight and assurance in respect of the Charity's financial integrity, transparency and effective risk management. The Committee oversees the accuracy and reliability of the Charity's financial reporting as well as evaluating the adequacy of internal controls. The Committee plays a pivotal role in maintaining accountability, good governance and the long-term sustainability of the Charity.

The Nominations and People Committee is established by the Board to make recommendations, provide oversight and assurance in respect to the Charity's arrangements for appointing and assessing the contribution of Trustees, including the Chair and Hon Treasurer. The Committee also provides the Board with assurance in respect of the Charity's people strategy and processes.

The Policy and Research Committee is a new committee, established by the Board in November 2024 to make recommendations and provide oversight and assurance in respect to the Charity's strategic objectives regarding innovation and improvement in social care. The Committee also provides assurance to the Board on the Charity's influencing and research objectives.

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

Trustee	Appointed	Audit & Risk Committee	Nominations & People Committee	Policy & Research Committee
Rt Hon Paul Burstow (Chair)				member
Margaret Lally (Vice Chair)		member		chair
John Grosvenor		treasurer		
Rachel Armitage		member	member	
Georgia Chimbani				
Zoe Gould				member
Zoe Hallam		member		
Sean Holland			member	
Isaac Samuels	30/09/2024			
Brett Terry			chair	

Company Secretary	Kathryn Marsden OBE
Chief Executive	Kathryn Marsden OBE
Registered and principal office	Social Care Institute for Excellence Isosceles Head Office One High Street Egham TW20 9HJ E: info@scie.org.uk W: www.scie.org.uk
Company Registration Number	04289790 (England and Wales)
Charity Registration Number	1092778
Auditor	HaysMac LLP 10 Queen Street London EC4R 1AG
Banker	Barclays Bank plc Public Sector Team Level 27 1 Churchill Place London E14 5HP

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

The financial statements for the year to 31 March 2025 have been prepared in accordance with the accounting policies set out on pages 38 to 41 of the financial statements and comply with the Charity's memorandum and articles of association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Structure

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

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

Key management personnel

The key management personnel are the Trustees together with the Chief Executive and the Strategic Leadership Team. Payments made to Trustees are set out above with all such payments being approved by the Board, those receiving such payments absenting themselves from such approval.

All of SCIE's pay grades are externally evaluated by an external reward consultant. The consultant gathered relevant market data to design the associated pay levels. This involved extracting and gathering market data from a number of different sources in order to produce a rounded and robust outcome that smoothed out any anomalies which may exist in the source data. Data collected covers the Charity, Public, Institute, Academic and Research and Policy Sectors. In gathering pay data the consultant included organisations/data sources that are comparable with SCIE, in terms of size and location. After gathering data from these organisations and surveys, all of this was placed into a translator (which is merely a mechanism to extrapolate the salary figure from each organisation/data source at SCIE's job size level/grade). This produced an indicative salary figure for every possible job evaluation score and therefore allowed us to read-off the market salary data from the relevant data sources for each of SCIE's grades.

Charitable objectives

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

Income generation

SCIE raises income from statutory, earned and voluntary fundraising sources.

SCIE complies with the best practice advised by the Charity Commission and Fundraising Regulator and utilises a donation acceptance policy to support its ethical collaboration statement.

No external professional fundraisers work on behalf of SCIE. During the year, the Charity received no complaints about its fundraising activity.

All areas of income generation are supported by an Ethics Committee to ensure adherence to the charity's values.

Environmental social and governance

During the year, SCIE has taken a more strategic approach to the implementation of social value and its policies and reporting within the charity.

We now have in place a social value policy, a modern slavery and human trafficking statement, and a carbon reduction plan.

We will continue to challenge our ways of working and be conscious to minimise our environmental impact whilst pursuing our goals: <https://www.scie.org.uk/about/carbon-reduction-plan/>.

Equity, diversity and inclusion

Our vision

We will create a culture of continuous learning relating to equity, diversity and inclusion (EDI) that generates trust, meaningful activities and dialogue creating approaches that nudge us towards a fair, transparent and inclusive organisation.

Our principles – guided by our SCIE values

- Progressive – we are on an EDI journey and seek to learn and continuously improve
- Inclusive – we aim to model inclusion and ensure accessibility through our policies, processes and work
- Credible – we will monitor our progress annually and acknowledge where we are and plan our next steps for the year ahead
- Transparent – we will include EDI in our internal communications promoting good work and recognising what needs doing
- Committed – we will deliver our EDI action plan and engage with our employees to ensure its relevance.

Co-production Network

The Co-production Network and Co-Production Steering Group involves people who draw on care and support and family carers in shaping and influencing SCIE's work. Meeting regularly through the year to focus on its work programme, priorities, and performance from diverse lived experience, the SCIE Co-Production Steering Group advises on co-production and inclusion, including how to embed co-production within SCIE. The approach taken to co-production and inclusion is based on the social model of disability and adopts a rights-based approach. Members from the Co-Production Network are involved in SCIE projects, events and activities to ensure that SCIE's work is informed by lived experience.

Key risks

The Audit and Risk Committee regularly review the strategic risk register and have identified key risks and their mitigation. These include:

- Monitoring financial sustainability to ensure that our expenditure does not exceed our income. This risk is mitigated by careful budget management, planning, forecasting and credit control management.
- Monitoring internal controls and procedures to ensure they are effective. This risk is mitigated by regularly reviewing and testing internal controls and by closely liaising with staff to obtain their feedback (SCIE had a successful 2024/25 Internal Procurement Audit).
- Having a robust and effective cyber security strategy in place to protect our infrastructure, assets, staff and clients. This risk is mitigated by the appointment of a virtual Chief Information Security Officer (vCISO) who works closely with the Director of Finance and Corporate Resources and Head of IT, Systems and Data Governance.
- Ensuring full compliance with our legal, financial and data protection responsibilities. This risk is mitigated by undertaking regular reviews, for example at the Audit and Risk Committee and Board meetings. SCIE have also appointed an external data protection advisor, who undertakes an annual audit to review SCIE's ongoing compliance with data protection legislation.

Financial overview

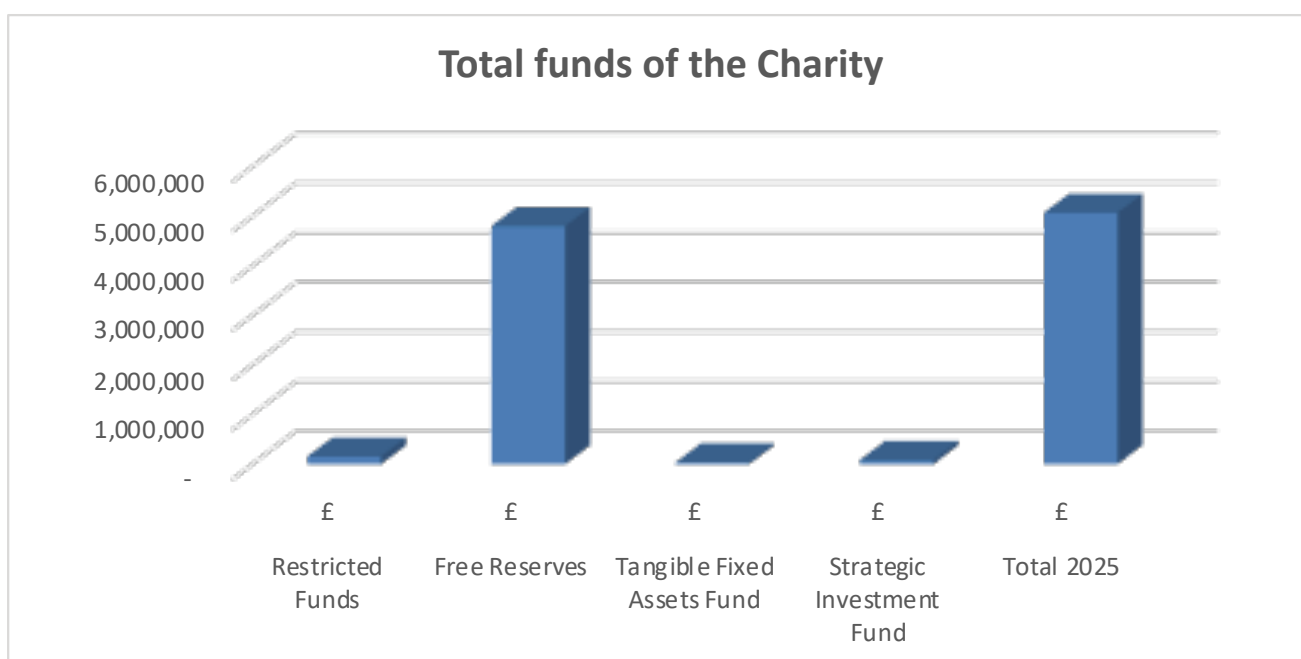
2024/25 represents another successful year for SCIE, on the back of recording operational surpluses for the 2021/22, 2022/23 and 2023/24 financial years, after a number of operationally deficit financial years.

SCIE is pleased to report an operating surplus of £648,677 for the 2024/25 financial year and SCIE staff should be congratulated on this achievement as we look to build on this surplus moving forward.

SCIE's income for the 2024/25 financial year increased by 28% with expenditure increasing by 18% in comparison to the 2023/24 financial year. SCIE has its cost base firmly under control and we continue to seek to reduce and minimise expenditure where possible, regularly reviewing our strategies to maximise our income potential.

SCIE regularly reviews operations, to ensure that value for money in relation to goods and core services are being provided and received. SCIE's procurement policies and processes have been strengthened to ensure that quotes for goods and services received are both competitive and represent value for money.

SCIE remains a member of the SEI Master Trust Pension on a defined contribution benefit basis.



The balance sheet shows total funds to be in credit by £5,070,720 at 31 March 2025 (2024 – credit of £4,422,043). At this date, restricted funds amounted to a surplus of £196,231 (2024 surplus of £202,276).

These monies have either been restricted for use on specific projects or they comprise donations subject to donor-imposed conditions. Full details of these restricted funds can be found in note 12 to the financial statements together with an analysis of movements in the year. £33,508 (2024 – £15,875) of the total funds is represented by tangible fixed assets held in unrestricted funds.

SCIE's remaining general funds (being unrestricted funds excluding tangible fixed assets are 'free reserves' and total £4,840,980 at 31 March 2025 (2024 – £4,203,891).

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

Policies

Reserves policy

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

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

In the current climate, SCIE is determined to keep a level of reserves commensurate with balancing the need to release funds for new streams of income generation with the need to retain sufficient funds for liabilities and strategic investments; and, in addition, having funds to support three to six months of operating costs in the unlikely event of a closure. This would require reserves of £1 million to £2 million. The Trustees believe the minimum level of free reserves at this time, should be £2 million.

The level of free reserves was £4,840,980 at 31 March 2025. The Trustees believe that this level of free reserves is adequate but not excessive and that it is consistent with the reserves policy above. The current free reserves provide a solid foundation to support SCIE's transformation by enabling investment in the development of its commercial offer, diversification of sources of income, and in meeting its future liabilities.

Strategic Investment Fund

SCIE adopted a Strategic Investment Fund (SIF), for projects that align with our strategic objectives. SIFs are approved and reviewed by the Audit and Risk Committee, with expenditure reported on a quarterly basis (see note 14). These funds are considered for the purposes of financial reporting and risk management.

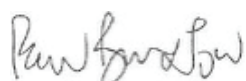
Investment policy

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

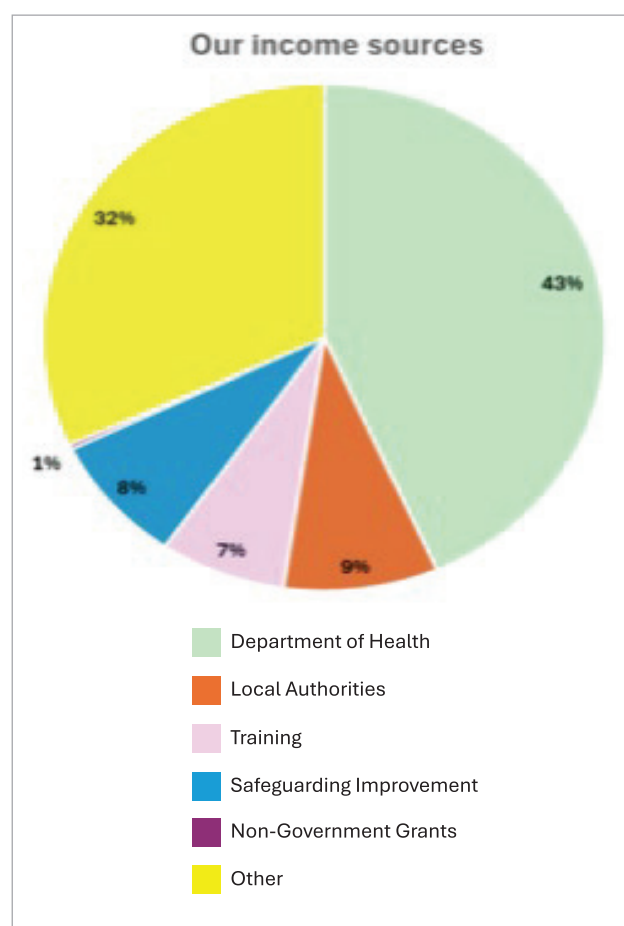
The Charity's assets

Acquisitions and disposals of fixed assets during the year are recorded in the notes to the financial statements (see note 8).

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



Approved by the Trustees on: 6 October 2025



Independent auditor's report

to the members of Social Care Institute for Excellence

Opinion

We have audited the financial statements of Social Care Institute for Excellence for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements, and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 22, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, income tax, payroll tax and sales tax legislation.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to management bias in accounting estimates. Audit procedures performed by the engagement team included:

- discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud
- evaluating management's controls designed to prevent and detect irregularities
- identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions, and
- challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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



Kathryn Burton (Senior Statutory Auditor)
10 Queen Street Place, London EC4R 1AG

For and on behalf of HaysMac LLP, Statutory Auditor

Date: 11th December 2025

Statement of financial activities:

Year to 31 March 2025

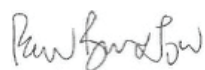
	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	Unrestricted funds £	Restricted funds £	2024 Total funds £
Income from:							
Donations and Legacies	1	—	—	—	1,798	—	1,798
Short-term bank deposits							
Interest receivable		152,553	—	152,553	151,061	—	151,061
Charitable activities							
Contracts, grants, service level agreements and fees receivable	12	3,289,920	2,755,446	6,045,366	1,731,357	2,969,428	4,700,785
Total income		3,442,473	2,755,446	6,197,919	1,884,216	2,969,428	4,853,644
Expenditure on:							
Charitable activities	2						
Provision and dissemination of knowledge and good practice in social care		2,716,228	2,761,491	5,477,719	1,697,591	2,954,428	4,652,019
Total operational expenditure		2,716,228	2,761,491	5,477,719	1,697,591	2,954,428	4,652,019
Expenditure from Strategic Investment Fund 14	14	71,523	—	71,523	125,822	—	125,822
Total expenditure		2,787,751	2,761,491	5,549,242	1,823,413	2,954,428	4,777,841
Net income (expenditure) for the year before gains and losses		654,722	(6,045)	648,677	60,803	15,000	75,803
Net movement in funds		654,722	(6,045)	648,677	60,803	15,000	75,803
Reconciliation of funds: fund balances brought forward at 1 April 2024		4,219,767	202,276	4,422,043	4,158,694	187,276	4,346,240
Funds balances carried forward 31 March 2025		4,874,489	196,231	5,070,720	4,219,767	202,276	4,422,043

All of the Charity's activities derived from continuing operations during the above two financial periods. There are no other recognised gains and losses. The accounting policies and notes to the accounts also form part of the financial statements.

Balance sheet: as at 31 March 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	8		33,508		15,875
Current assets					
Debtors	9	731,518		522,860	
Cash at bank and in hand		5,124,490		4,469,660	
		<u>5,856,008</u>		<u>4,992,520</u>	
Creditors: amounts falling due within one year	10	(818,796)		(586,352)	
Net current assets			<u>5,037,212</u>		4,406,168
Total net assets			<u>5,070,720</u>		<u>4,422,043</u>
The funds of the charity					
Restricted funds					
Unrestricted funds	12		196,232		202,277
. General fund					
..Free reserves					
	13		4,759,075		4,050,463
Strategic Investment Fund	14		81,905		153,428
. Tangible fixed assets fund	13		33,508		15,875
			<u>5,070,720</u>		<u>4,422,043</u>

Financial statements and notes to the accounts approved by the Trustees of Social Care Institute for Excellence and signed on their behalf by:



Trustee: Paul Burstow

Approved on: 6 October 2025



Trustee: John Grosvenor

Approved on: 6 October 2025

Statement of cash flows:

Year to 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	537,108	1,065,665
Cash flows from investing activities:			
Interest received		152,553	151,061
Disposal of tangible fixed assets		0	0
Purchase of tangible fixed assets		(34,831)	(16,140)
Net cash provided by investing activities		117,722	134,921
Change in cash and cash equivalents in the year		654,830	1,200,586
Cash and cash equivalents at 1 April 2024	B	4,469,660	3,269,074
Cash and cash equivalents at 31 March 2025	B	5,124,490	4,469,660

Notes to the statement of cash flows for the year to 31 March 2025

A Reconciliation of net expenditure for the year to net cash provided by operating activities

	2025 £	2024 £
Net income for the year (as per the statement of financial activities)	648,677	75,803
Adjustments for:		
Depreciation charge	17,197	6,758
FRS 102 pension charge	—	(58,333)
Interest receivable	(152,553)	(151,061)
(Increase) decrease in debtors	(208,658)	1,350,392
(Decrease) increase in creditors	232,445	(157,894)
Net cash provided by operating activities	537,108	1,065,665

B Analysis of cash and cash equivalents

	2025 £	2024 £
Cash at bank and in hand	5,124,490	4,469,660

Social Care Institute for Excellence does not have any borrowings or lease obligations. Net debt consists therefore of the cash at bank and in hand.

Principal accounting policies: Year to 31 March 2025

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

Basis of preparation

These financial statements have been prepared for the year to 31 March 2025 with comparative information provided in respect to the year to 31 March 2024.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) second edition, issued on 1 January 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

Critical accounting estimates and areas of judgement

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

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

- estimating the useful economic life of tangible fixed assets for the purposes of calculating the depreciation charge
- estimating the amount of income to be accrued in respect of contractual work completed; and
- estimating the amount to defer in relation to contractual and grant income received during the year.

Assessment of going concern

The Trustees have assessed the Charity's financial position and its ability to continue operating as a going concern. Based on this assessment, the Trustees are satisfied that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

The Charity maintains strong financial reserves, currently standing at circa £4million, which provides a buffer against potential risks and uncertainties. In addition, the Charity has a strong income pipeline, with a diversified range of income-generating activities.

While there will be challenges ahead, the Trustees believe that there are no material uncertainties that cast significant doubt on the Charity's ability to continue as a going concern. As a result, the Trustees believe it is appropriate for the financial statements to be prepared on a going concern basis, which are free from material uncertainties.

Income recognition

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

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

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

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

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

Expenditure recognition

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

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs.

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

All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs

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

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

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

Tangible fixed assets

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised. Tangible fixed assets are capitalised and depreciated at the following annual rates in order to write them off over their estimated useful lives:

- computer and IT equipment (including software) – 33.3% per annum based on cost
- office furniture and fittings – 25% to 33.3% per annum based on cost
- leasehold improvements – over the remaining period of the lease.

Debtors

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

Cash at bank and in hand

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

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the Charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund structure

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

The general fund represents those monies which are available for application towards achieving any charitable purpose that falls within the Charity's objects. It is represented by free reserves.

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

Notes to the financial statements:

Year to 31 March 2025

01. Donations and legacies, contracts, grants, service level agreements and fees receivable

	Unrestricted funds £	Restricted funds £	2025 Total funds £	Unrestricted funds £	Restricted funds £	2024 Total funds £
Department of Health and Social Care project grants	—	2,693,092	2,693,092	—	2,969,234	2,969,234
Department of Health, Northern Ireland	41,346	—	41,346	97,344	—	97,344
Fees and commissioning	2,981,902	—	2,981,902	1,363,252	—	1,363,252
Donations and legacies	—	—	—	1,798	—	1,798
Other funders	419,226	62,354	481,580	421,822	194	422,016
	3,442,474	2,755,446	6,197,920	1,884,216	2,969,428	4,853,644

The above donations and legacies, contracts, grants, service level agreements and fees receivable relate to the sole charitable activity of Business, Development & Delivery (BDD).

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

	Unrestricted funds £	Restricted funds £	2025 Total funds £	Unrestricted funds £	Restricted funds £	2024 Total funds £
Business, Development & Delivery (BDD)						
Staff costs	1,833,629	—	1,833,629	557,253	(907)	556,346
Donations and legacies	—	—	—	—	1,798	1,798
Commissioning costs	779,555	479,457	1,259,012	302,404	2,123,306	2,425,710
Electronic access and publication costs	10,609	26,822	37,431	106,386	24,895	131,281
Support costs (note 3)	92,435	2,255,212	2,347,647	731,549	805,336	1,536,885
Strategic Investment Fund (note 14)	71, 523	—	71,523	125,822	—	125,822
	2,787,751	2,761,491	5,549,242	1,823,414	2,954,428	4,777,842

03. Support costs

	2025 Total funds £	2024 Total funds £
Staff costs	1,490,013	972,189
Office costs	—	23,375
Governance costs (Excluding staff costs)	28,797	27,489
Other costs	900,361	513,832
Total	2,419,171	1,536,885

04. Net income (expenditure) for the year

This is stated after charging:

	2025 Total funds £	2024 Total funds £
Staff costs (note 5)	4,588,191	3,497,779
Auditor's remuneration		
. Statutory audit services		
.. Current year	24,286	
.. Previous year		28,490
Depreciation	17,197	6,758

05. Employees and staff costs

Staff costs during the year were as follows:

	2025 £	2024 £
Wages and salaries	2,914,369	1,983,510
Social security costs	312,222	208,747
Other pension costs	287,740	98,806
	3,514,331	2,291,063
Payments to agency staff and consultants	897,218	1,072,591
Other staff related costs	176,642	134,125
	4,588,191	3,497,779

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

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

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

	2025 No.	2024 No.
Charitable activities		
Business, Development & Delivery (BDD)	59	47
Governance	2	1
	61	48

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

	2024 No.	2023 No.
£60,001 - £70,000	3	3
£70,001 - £80,000	4	4
£80,001 - £90,000	1	—
£90,001 - £100,000	1	—
£140,001 - £150,000	—	1
£150,001 - £160,000	1	—
	10	8

Contributions were made to a defined contribution pension scheme in respect of employees.

The key management personnel of the Chairty in charge of directing and controlling, running and operating the Charity on a day-to-day basis comprised the Chief Executive and the Strategic Leadership Team. The total remuneration (including taxable benefits and employers pension contributions) of the key management personnel for the year was £778,767 (2024 - £730,822)

06. Payments in relation to Trustees

In accordance with the Charity's memorandum and articles of association, the Chair of the Trustees was paid £29,525 (2024 — £28,341) during the year for services undertaken in the administration of the Charity. The payment for such services has been authorised by the Charity Commission and is in line with the 2016 Charities Act.

Out-of-pocket travelling and subsistence expenses of £511 were incurred during the year (2024 — £1,252).

The Charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the Charity during the year totalled £16,787 (2024 — £16,815) and provides cover of up to a maximum of £5 million (2024 — £5 million).

Except as noted above, the Charity did not enter into any other transactions with related parties in the current or prior years.

07. Taxation

The company is a Charity under the Finance Act 2010 (schedule 6, paragraph 1) definition. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by the Corporation Tax Act 2010 (part 11, chapter 3) or the Taxation of Chargeable Gains Act 1992 (section 256), to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period (2024 – none).

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

08. Tangible fixed assets

	Computer and IT Equipment	Software	Total
	£	£	£
Cost			
At 1 April 2024	25,454	87,292	112,746
Additions	34,831		34,831
Disposals			
At 31 March 2025	60,285	87,292	147,577
Depreciation			
At 1 April 2024	9,579	87,292	96,871
Charge for year	17,197		17,197
Disposals			
At 31 March 2025	26,776	87,292	114,068
Net book values			
At 31 March 2025	33,508		33,508
At 31 March 2024	6,493		6,493

09. Debtors

	2025 £	2024 £
Prepayments and accrued income	222,059	210,880
Allowance for impairment of debtors	(6,760)	—
Fees and other income receivable	516,218	311,980
	731,518	522,860

10. Creditors: amounts falling due within one year

	£	£
Expense creditors	288,518	230,366
Taxation and social security	372,828	155,051
Other	26,546	—
Accruals	92,953	116,979
Deferred income (note 11)	37,951	83,956
	818,796	586,352

11. Deferred income

	£	£
Balance at 1 April 2024	83,956	345,768
Income received in advance	37,951	83,956
Released to statement of financial activities	(83,956)	(345,768)
Balance at 31 March 2025 (note 10)	37,951	83,956

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

12. Restricted Funds

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

	At 01-Apr 2024 £	Income £	Direct costs £	Expenditure support costs £	Fund transfers £	At 31-Mar 2025 £
70, Dunhill	70,097	—	—	—	—	70,097
Oak Foundation	3,001	—	—	—	—	3,001
LRS programme	4,226	—	—	—	—	4,226
Innovation Network	12,322	—	—	—	—	12,322
Think Local Act Personal (TLAP)	174,582	1,033,977	(879,237)	(185,000)	—	144,322
Vochtech	—	42,353	(38,139)	—	—	4,214
Nesta National Fundraising	(61,951)	20,001	—	—	—	(41,950)
	202,277	1,096,331	(917,376)	(185,000)	—	196,232

	At 01-Apr 2023 £	Income £	Direct costs £	Expenditure support costs £	Fund transfers £	At 31-Mar 2024 £
DHSC commissions core	—	1,901,352	(1,312,208)	(589,144)	—	—
Dunhill	70,097	10,600	(7,727)	(2,873)	—	70,097
Oak Foundation	3,001	33,693	(24,562)	(9,131)	—	3,001
LRS programme	4,226	—	—	—	—	4,226
Innovation Network	12,322	—	—	—	—	12,322
Think Local Act Personal (TLAP)	174,582	963,590	(778,590)	(185,000)	—	174,582
Nesta National Fundraising	(76,952)	60,194	(26,005)	(19,188)	—	(61,951)
	187,276	2,969,429	(2,149,092)	(805,336)	—	202,277

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

Department of Health and Social Care commission

The Department of Health and Social Care (DHSC) provided funding to SCIE to benefit from our unique position as an independent social care charity working with a wide range of partners and people with lived experience, to improve people's lives through innovative consultancy, expert training, extensive resources and information and evidence-based insights for the continual improvement of social care.

This included:

- provision of sector leadership in conjunction with DHSC, providing social care expertise and insight to DHSC and bringing together national social care leads to co-ordinate responses to social care issues and policy, and wider sector leadership
- provision of evidence-based resources and practical information around best practice, innovation and improvement in social care
- maintenance and review of key content that the sector is dependent on, including safeguarding adults, the Care Act, mental capacity and co-production
- preparation and support for the sector in relation to new policy and funding initiatives such as the ARF including understanding local authority level of preparedness and priorities and delivering a package of support to projects as they start up, deliver and embed change.

Think Local Act Personal

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

VocTech Trust

During the financial year, the Charity received a restricted grant to develop digital tech-based solutions for learning. The Grant will support early-stage ideas using digital tools to transform how people gain skills for work.

Other funds

As at 31 March 2025, the Charity was holding a number of residual restricted funds from Dunhill, the Oak Foundation, LRS Programme and Innovational Network where the related projects or activities have been completed. These balances are being retained in line with the terms of the donations and will either be applied to continuation or follow-on work consistent with the original purpose, or will be reviewed in consultation with the funders to determine their appropriate use.

13. Analysis of movement on funds

The below tables show the movement in the restricted and free reserves of the organisation for both the current and prior year. Asset movements refer to the adjustments that have been made to the tangible fixed-asset fund to reflect the amount of committed depreciation outstanding at the end of the financial year. The pension movements refer to adjustments that arose due to actuarial gains/losses following the yearly actuarial review. The Strategic Investment Fund (SIF) refers to expenditure incurred in 2024 in relation to two SIF projects, approved by the Board of Trustees.

	Restricted funds	Free reserves	Tangible fixed assets fund	Strategic Investment Fund	Total 2025
	£	£	£	£	£
Fund balances at 1 April 2024	202,277	4,050,463	15,875	153,428	4,422,043
Movements:					
(Deficit)/surplus for the year, before expenditure on Strategic Investment Fund	(6,045)	726,245	—	—	720,200
Strategic Investment Fund	—	—	—	(71,523)	(71,523)
 Asset movement	 —	 (17,633)	 17,633	 —	 —
Fund balances at 31 March 2025	196,232	4,759,075	33,508	81,905	5,070,720

	Restricted funds	Free reserves	Tangible fixed assets fund	Strategic Investment Fund	Total 2024
	£	£	£	£	£
Fund balances at 1 April 2023	187,276	4,152,471	6,493	—	4,346,240
Movements:					
(Deficit)/surplus for the year, before expenditure on Strategic Investment Fund	15,001	186,624	—	—	201,625
Strategic Investment Fund	—	(279,250)	—	153,428	(125,822)
 FRS 102 pension liability movement	 —	 —	 —	 —	 —
Asset movement	—	(9,382)	9,382	—	—
Fund balances at 31 March 2024	202,277	4,050,463	15,875	153,428	4,422,043

14. Strategic Investment Fund (SIF)

In the 2023 financial year, the Charity received a refund of Local Government Pension Scheme (LGPS) surplus of £1.2 million, ceasing the Charity's involvement with the LGPS. Using this pension refund, SCIE adopted a "Strategic Investment Fund" (SIF, for projects that align with SCIE's strategic objectives). The Board of Trustees approved three SIF projects (covering the areas of Care Equity Commission, children's services and marketing), i.e. expenditure that could be incurred for three strategic projects which could be funded via the LGPS refund held in the Charity's unrestricted reserves. For the 2025 financial year, SIF expenditure totaled £71,523 against a budget of £153,428. (2024 expenditure - £125,822).

15. Members' liability

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



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GET IN TOUCH TO FIND OUT MORE:

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SCIE hosts Think Local Act Personal (TLAP)

www.thinklocalactpersonal.org.uk/About-us

Accounts



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Collaborating and innovating in social care to improve lives

Annual report and financial statements 2023/24

31 March 2024

Company Limited by Guarantee

Registration Number 04289790 (England and Wales)

Charity Registration Number 1092778





social care
institute for excellence

About SCIE

The Social Care Institute for Excellence improves the lives of people of all ages by co-producing, sharing, and supporting the use of the best available knowledge and evidence about what works in practice. We are an independent social care charity working with organisations that support adults, families and children across the UK. We also work closely with related services such as health care and housing.

We improve the quality of care and support services for adults and children by:

- identifying and sharing knowledge about what works and what's new
- supporting people who plan, commission, deliver and use services to put that knowledge into practice
- informing, influencing and inspiring the direction of future practice and policy.

“

The biggest benefit of the work we've been doing, aside from the 30% targeted improvement in productivity, is having that external challenge and using the experience that SCIE brings. It feels a very supportive and encouraging relationship that is enabling us to be really brave about some of the challenges. I'm hoping we can continue the relationship and start to look at some of the other challenges together.

”

Kim Carey
Director of Adult Services
London Borough of Bromley

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Chief Executive's report

“

Looking back over the last four years, we have successfully established new foundations for SCIE. The outcomes of this hard work, commitment and new strategy are reflected in the amazing projects and activities we have enjoyed undertaking with so many of you working in social care in the last 12 months, and I am proud to share these with you in this annual report.

These have been tough times for social care, with the ever-continuing rise in demand for care exposing the significant workforce and funding pressures. However, I see so many great examples of innovative and resourceful solutions despite the challenges, and I know we will together continue to find ways to better care in practice and improve lives. We're delighted to have been successful in our joint bid with Partners in Care to deliver a new programme of sector-led improvement support for adult social care and public health services in councils, funded by the DHSC. We look forward to working with the new Government, helping the best possible National Care Service come to fruition, and will continue to use our expertise to the benefit of the whole social care sector. More to follow on this over the course of 2024.

Our not-for-profit offer of innovative consultancy, expert training, extensive resources, information and evidence-based insights, ranges across our four strategic objectives: driving innovation and improvement, embedding co-production, improving safeguarding and influencing better policy. It has been a busy year for each of these work programmes with great outcomes and impact.

Whether you are a director of social care, a policy maker, a person drawing on care and support, a commissioner, social worker (or anything in between), you play such an important part in driving better care to help change people's lives, and we are here to support all of you.

Last year, we established a Strategic Investment Fund for the specific purpose of generating innovative, standalone activity proposed by SCIE employees, focused on driving high impact in line with our strategic and charitable objectives. One of the first projects that this Fund will support is a research initiative about equity in social care. I'm really excited by our early findings, and we are now scoping the potential for establishing a Commission on Care Equity, which will undertake deeper enquiries to produce proposals for achieving a truly fair and equitable care system. Much more to follow on this over the course of the next 12 months.

Many of you may have watched Kate Garraway's powerful ITV documentary 'Derek's Story', which I took part in. None of us will have been surprised to see the heavy toll on unpaid carers depicted so honestly by Kate, which underlines the importance of the Accelerating Reform Fund (which SCIE is supporting), where I'm pleased that more than half the projects are focused on addressing their needs. What's also great about the Fund is it represents the first ever such fund to focus on scaling innovative practice in social care, so we'll be doing all we can to ensure its potential to collaborate and innovate to improve the experience of social care for all, is realised.

Of course, none of this would be possible without all the wonderful people who work for SCIE and are our lifeblood, bringing their passion for improving care to work every day. I am proud to lead this hardworking team for my fourth year and huge thanks to every employee, the Board of Trustees, our Co-production Steering Group and wider network.

Best wishes

”

Kathryn Smith
Chief Executive, SCIE



Chair's report



It has been a decade since the Care Act came into force, and at SCIE, we have been reflecting on its ambitions, impact, and what still needs to be accomplished to transform social care. While significant progress has been made, deep challenges remain unresolved—challenges that have become even more urgent in the wake of the recent General Election.

This moment offers a crucial opportunity to reshape the future of social care. I am immensely proud of SCIE's continued work as a trusted partner in the sector, delivering better outcomes for children, adults, and families who rely on care and support services. Now, more than ever, SCIE's role as a critical infrastructure provider across the sector is clear. Our role in setting standards, shaping practice, and influencing policy, all underpinned by robust evidence and the principle of co-production, ensuring that those who draw on care and support remain at the heart of everything we do.

The need for sustained investment in social care is well understood—both to stabilise the system and to invest in the workforce. This investment is essential for the sector's ability to meet the increasing demands and rising costs of care. While the sector continues to advocate for this, SCIE is focused on our core mission: driving transformation through collaboration and innovation. Our role as a sector infrastructure provider means we are uniquely positioned to help develop new care models that are equipped to handle the significant future pressures on social care. Our strength lies in bringing together diverse voices and expertise to improve care, and we will continue to be at the forefront of shaping the future of the sector.

Over the past year, we have led a range of impactful projects and initiatives that demonstrate the breadth and depth of our contribution to the sector. Among these, our work on the Accelerating Reform Fund stands out. Building on our strong track record in collaborative working, we are providing hands-on support to local areas, helping them develop projects funded by the £42.6 million initiative. From partnering with the London Borough of Bromley on their forward-thinking Digital Strategy to contributing to the Whorlton Hall safeguarding adults review, SCIE's role in shaping practice across the sector has never been more vital.

In addition, our work with Think Local Act Personal (TLAP), the sector-wide partnership hosted by SCIE, ensures that the voice of lived experience continues to shape the reform and improvement of social care. Through our focus on personalisation and co-production, we are helping to embed practical, effective care solutions that make a real difference in people's lives.

As SCIE continues to evolve, we remain committed to upholding the highest standards and working alongside stakeholders to shape evidence-based, co-produced solutions. I am confident that the work we do today will set the foundation for the sustainable, high-quality care system that we all want to see.

I would like to extend my deepest thanks to our Board of Trustees, Chief Executive Kathryn Smith, and the entire SCIE team for their dedication, hard work, and commitment to the continued success and sustainability of the charity.

With best wishes,



Rt Hon Paul Burstow
Chair, SCIE



Who we are and what we do

SCIE is a trusted voice in the social care sector and a leading social care improvement independent charity.

Mission

To support best practice, shape policy and raise awareness of the importance of social care, working together.



Vision

A society which enables people who draw on social care to live fulfilling lives.

SCIE's strategic objectives to deliver the vision

Embed co-production and the voice of people with lived experience in the design and delivery of care and support services and in policy and research to better meet peoples' needs.

Drive innovation and improvement in social care to deliver better outcomes for children and adults who need care and support.

Influence and support implementation and delivery of better policy to improve the lives of people accessing care and support.

Improve safeguarding skills, knowledge and practice to keep children and adults safe and support their social wellbeing.

Success will look like

People delivering care and support and commissioners having an increased understanding of co-production and being more confident to design and deliver co-productions.

People delivering social care and commissioners having increased confidence to identify and adapt best practice and to recognise the impact this has on people who draw on care and support.

A direct link between the research/evidence SCIE delivers or promotes and emerging social care policy.

Effective safeguarding practices in place across all settings.



Our work focuses on four areas

Across these four areas, we deliver consultancy, training, research and knowledge, using the best available knowledge and evidence about what works in practice.

Translating this into expert advice, guidance and resources, that we share through support, partnerships and collaboration across the social care sector.

Our impact

We measure our impact across our consultancy, training, research and knowledge offerings in a number of ways. Here is a snapshot of our impact on people:

82%

intended to change their practice following our intervention.

94.5%

surveyed regarding our DHSC work said that our advice and guidance resources gave them a better understanding of best practice.

90%

said our offer improved their confidence and skills.

For our work on improving social care locally, co-production and safeguarding, **we have been ranked at the highest level as world-class** in terms of customer satisfaction and likelihood to be recommended to peers.

95%

of attendees felt that our safeguarding training would make a positive contribution to their work.

87%

of attendees said our strengths-based training made a positive contribution to their work.

30%

improvement in productivity in core operational processes as a result of our work with a local authority on digital transformation.

Sector reach

Through our consultancy, training, research and knowledge offerings we support all those who work in social care. 21% of individuals on our database work for local authorities, 25% for care providers, 4% in Government Departments and 11% for NHS bodies.



4.5m

website visits



136k

newsletter subscribers



>8.5k

webinar registrations



33k

e-Learning
course delegates



101k

social media
followers



370k

sector contacts

Our values

Living our values is critical to driving the culture we need to successfully deliver our strategic ambitions.



Our people

We recognise that our people are our biggest asset and that we cannot deliver our purpose without an engaged workforce.



We regularly seek the views of our team recognising that those closest to an activity are often the people with the best ideas. We have a variety of ways for staff to share their views and make suggestions on things that we can do better. This includes via our Employee Forum.



Annually we administer an engagement survey. In 2023 82% of survey respondents reported that SCIE was a good place to work. The data and insight gained from the result help to drive continuous improvement.



Importantly, and alongside this, we work closely with our **recognised Union, Unite**.



Last year we took some important strategic steps towards further building a **diverse and inclusive organisational culture**. We commissioned an Equity, Diversity & Inclusion (EDI) diagnostic review which was conducted by an external consultant. The outputs have provided a strong evidence base for our future work in this area during 2024/25 and beyond.

Our insights

Reflections on the Accelerating Reform Fund (ARF)

“ SCIE are excellent with their support. ”

Local authority stakeholder.

We are building on our strong background in working collaboratively to transform care by providing hands-on support to local areas in developing projects for the exciting £42.6 million ARF.

The Fund, launched by the Department of Health and Social Care in October 2023, is the first such grant to support the scaling up of innovation in adult social care, and will also kickstart a change in support for unpaid carers, who play such a vital, selfless role in our society. It supports the DHSC's 10-year vision for social care, centred around three key themes: supporting people with choice and control to live independent lives, helping people to receive outstanding quality and tailored care, and ensuring that services are fair and accessible.

100%

of the 42 integrated care systems registered their interest in the Fund.

We ran a series of webinars and an event at the National Children and Adult Services Conference (NCASC) with impressive attendance figures and great feedback, resulting in 149 local authorities across the country collaborating to submit 42 expressions of interest across all ICS areas. Our role includes ensuring local authorities benefit from valuable shared learnings, peer support and expert insights.

We are looking forward to working together to ensure the range of innovations successfully deliver better lives and experiences for both those who use social care and their unpaid carers.

“ Just to echo the huge thanks for all of your and SCIE's wider efforts on ARF engagement over the last few months. We've had a fantastic opt-in rate to the ARF, which definitely wouldn't have been the case if it weren't for the various webinars and sessions you held – thank you! ”

Department of Health and Social Care.

Reflections on our co-production survey

“Co-production is about working together with people that have lived experience at the centre. It's important to me, as someone with lived experience, because I am the one that knows what I need to live my life. I should get to influence, shape, & decide on how my care is delivered, when & how & by whom.”

Survey participant.

For Social Work Week in March 2023, SCIE launched a survey for adult social care professionals and people who draw on services to share their thoughts and experiences on co-production and how it applies to their work and lives.

Through this research, our goal was to identify ways of addressing barriers to co-production in policymaking, commissioning, and service provision.

Some highlights from the findings:

- ➔ The closer one's job was to direct care, the less likely those workers were to have in-depth knowledge of co-production.

Continuous education, awareness-building, and the promotion of co-production at every level of the workforce is needed, from the induction of new care workers to strategic leaders.

- ➔ Barriers and challenges to co-production experienced by social care staff included time, organisational culture, cost and communication. This suggests a clear business case needs to be made for co-production to be fully supported and enabled as an investment of time, effort and financial resource.

We had approximately 1000 responses which resulted in the launching of our parliamentary briefing during the annual 'Co-production Week' at the beginning of July 2023.

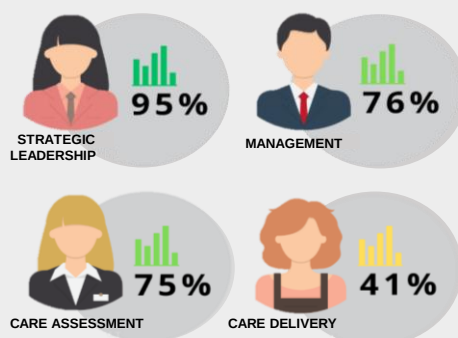
Key calls to action were:

- ➔ Establish and extend participation in co-production beyond familiar voices.
- ➔ Ensure skills and knowledge of co-production are embedded in the training and qualifications of all roles in the adult social care workforce.

- ➔ Showcase practical examples to help bring the skills, values and behaviours of co-production to life.
- ➔ Create a robust business case that will demonstrate the value of co-production to ensure sustainable investment in the long term.

Since the survey we have undertaken a DHSC funded 'Co-production Impact Project' with the aim of producing a digital resource (webpage) to help groups and organisations to identify and report the impacts of co-production. This can be found [here](#).

FAMILIARITY WITH THE TERM CO-PRODUCTION BY JOB GROUP



Reflections on the Longitude Prize on Dementia



In the summer of 2023 SCIE, Anthropos and the Dementia Services Development Centre (DSDC) at the University of Stirling were successful in their joint application for funding from the prestigious Longitude Prize on Dementia which is funded by Alzheimer's Society and Innovate UK and delivered by Challenge Works. The funding will enable our partnership to develop technology that learns about the lives of people with early-mid stage dementia and can detect environmental and behavioural changes associated with periods of distress, anxiety and disorientation, particularly in the evening and nighttime. These insights could then be used to suggest a helpful intervention for the family or care provider to help reduce that distress to support people living with dementia, remain independent in their homes.

Our exciting project is one of 24 semi-finalist Discovery Award Winners that received seed funding grants as part of the overall £4m Longitude Prize on Dementia driving the co-creation of personalised technologies to help people living with dementia enjoy independent and fulfilled lives.

For more information about the Longitude Prize and what happens next please visit: [About the prize - Longitude Prize on Dementia.](#)

Spotlight on impact

Embed co-production



SCIE received a world class **net promoter score** in terms of clients' likelihood of recommending our co-production advice and guidance.



“ Leadership in arena of co-production. ”

Educator, University.

“ I use...resources to help staff improve their practice. ”

Local authority stakeholder.

“ The resources have given me confidence to work with individuals in a more co-produced way, enabling us to improve information that is shared on our website. My confidence has also increased to challenge other officers who do not see the benefit or need to work in this manner. ”

Local authority stakeholder.

Aims

Drawing on the key findings from our co-production survey, SCIE aims to embed co-production and the voice of people with lived experience in the design and delivery of care and support services and in policy and research to better meet people's needs.

Activities

SCIE helped five local authorities to develop a culture change that is needed within adult social care (ASC) to enable effective co-production at all levels.

Impact and outcomes

We enabled the five local authorities to:

Understand ways in which co-production can be made to be integral to ASC and built into the fabric of day-to-day working.

Ensure co-production is clearly defined and embedded within their strategies and plans.



Bring co-production to life for staff at a practice and service design level.



Understand the value of co-production and how it contributes to better client outcomes.



Think about how they could ensure that the voices heard are local and represent the diversity of local communities.

Through our expertise in understanding and developing true co-production, we provided advice, guidance and resources.

“ The resources are really good, clear, and modern. SCIE also co-produce with service users, which ensures that your resources are of the highest quality. ”

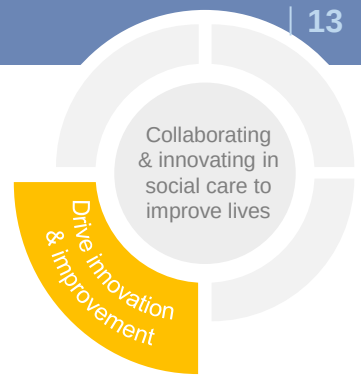
SCIE stakeholder

Spotlight on impact

Drive innovation and improvement



SCIE received a world class **net promoter score** in terms of clients' likelihood of recommending our innovation and improvement advice and guidance.



“ I have many times shared SCIE links and resources with colleagues and connections I have as it is an important component in bringing health and social care together in collaboration. It provides different perspectives and keeps me updated with what is happening in social care, local Govt etc. Thank you - keep up the good work, it is making a difference.



Advisor, Local Government.

Aim

Drive innovation and improvement in social care to deliver better outcomes for children and adults who need care and support.

Activities

Working with 27 organisations which included the London Borough of Bromley who commissioned SCIE to develop a forward Digital Strategy and an associated Digital Transformation Programme.

This enabled the design and development of a more sustainable and efficient future operating model and new way of working including introducing a range of digital tools to change how ASC engages and works with residents, carers, and partners.

Impact and outcomes

London Borough of Bromley were enabled to:



Target 30% improvement in productivity across core operational processes – assessments, care planning, review.



Be viewed as a leader in digital social care which has resulted in this initiative being reviewed by other local authorities and the Department of Health and Social Care.

“ As genuine experts in social care, SCIE bring strategic expertise & knowledge to help with the challenges organisations are facing and then they learn together. Their breadth of customers and convening power enable them to support in a wide range of ways. They understand the business, tailor their offering and have the ability to engage with all the issues, while focusing on the end-user at all times.”

Kim Carey, Director of Adult Services, London Borough of Bromley.

Spotlight on impact

Better policy

We set a priority to speak with an authoritative voice on how we improve people's experiences and outcomes of social care, providing sector leadership and a strong policy perspective.



“ They bring us expertise of a wide range of partners including people with lived experience. When I was talking to them it was like I was speaking to all the people they had spoken to. ” Policy maker.

Aim

Influence and support implementation and delivery of better policy to improve the lives of people accessing care and support.

Turning evidence into policy and practice.

Activities

Building on the recommendations from SCIE's Commission on the role of Housing in the Future of Care and Support, and working in partnership with Socialudo, based at the University of Stirling, we piloted a Serious Game at the London Borough of Southwark. The Game is innovative, and its creative approach brings together key stakeholders from housing, health, social care, social work, local planning, elected local officials and commissioners to work together to help future-proof and plan for the ageing population of fictional 'Hope Town'.

Players tackled real-world challenges that local authorities and organisations face when serving residents of the town. A subsequent workshop allowed the Serious Games team to present the findings and attendees to identify priorities both for what a housing plan in Southwark should include and the next steps for developing that plan.

Impact and outcomes

“ I think the game provides an interesting window into the problems/challenges across the whole piece so it's not just housing... but the whole range of suggestive interventions to meet the very varied needs. ”

Serious Games participant in the LB Southwark.



Insights from the Serious Game, workshop and three-month follow-up, is helping to inform older people's housing strategies and plans within Southwark. The evaluation of this pilot study will inform other local areas about the importance of housing partnerships and the potential for using the Serious Game to support, develop and sustain such a partnership. The Serious Game will be included within SCIE's toolkit for place-based plans for housing for older adults as a case study.



The Older People's Housing taskforce is already aware of the Game, with one Task Force member being an advisor. SCIE gave a presentation to the Task Force in October, and they will additionally have sight of SCIE's report in March, ahead of their own reporting expected in May.



Together, the Serious Games and Toolkit will support local areas to bring together a local housing partnership to plan housing options for older adults and provide practical guidance as to how to develop that plan.

Spotlight on impact

Improve safeguarding



SCIE received a world-class **net promoter score** in terms of clients' likelihood of recommending our safeguarding reviews, advice, training and guidance.

“ I am Head of Safeguarding & I find SCIE resources very useful in assisting others to understand safeguarding concerns in a simple way with good examples. I regularly direct others to SCIE resources & find them useful when I am unclear of the most appropriate response to a concern. I refer to them when giving advice and when writing policies, procedures and processes. ”

Local authority, Head of Safeguarding.

“ SCIE is my 'go to'. If I have a question, am unsure of something, 99% of the time SCIE has the answer. ”

Care and support provider, Assistant Director.

Aims

Improve safeguarding skills, knowledge and practice to keep children and adults safe and support their social wellbeing.

Activities

In the last year 73 organisations have needed SCIE's help to address challenges such as:

- Difficulties in the ownership and embedding of safeguarding at a strategic level.
- Struggling to understand and analyse wider safeguarding themes and trends.
- Struggling to balance risk and difficulty in understanding where safeguarding vulnerabilities are.

Impact and outcomes

More than 3000 people attended 279 training sessions that SCIE ran in 2023.

✓ **95%** of attendees felt that the training would make a positive contribution to their work.

✓ **92%** of attendees who completed the training would recommend it to others.

These organisations were enabled by SCIE to;

✓ Understand 'the golden thread of safeguarding' and how culture, leadership and robust systems can enable effective safeguarding implementation.

✓ Think about wider systems relating to safeguarding through descriptive and analytic thinking.

✓ Consider key areas of safeguarding risk/potentially problematic areas and relate them to their own organisation or sector.

“ The course was deeply impactful and added value. It was personalized to my organisation and so felt very easy to apply to our working practice. Thank you! ”

SCIE stakeholder.

Spotlight on impact

Think Local Act Personal (TLAP)

“ Health and social care needs to support kindness and inclusion for all and the workforce is key ”

Lived experience participant.

“ This was an opportunity to put the voice of those who depend on care and support front and centre in the new pathway. Timescales were challenging, with less than 6 months to research, test and co-produce a set of values which the whole adult social care sector could sign up to. The TLAP partnership showed they were more than up to the task - adapting their original workplan to accommodate this project and using their NCAG and local networks to bring diverse perspectives and address gaps ”

DHSC stakeholder.

Aims

TLAP is a national partnership committed to transforming health and care through personalisation and community-based support.

The partnership is hosted by SCIE and spans central and local government, social care providers, the NHS, and the voluntary and community sector as well as people with lived experience, through the National Co-production Advisory Group (NCAG) and allies.

Activities

In May 2023 TLAP was requested to support the development of the DHSC Care Workforce Pathway (the Pathway) Care Workforce Pathway: the role of lived experience. The Pathway outlines the knowledge, skills, values and behaviours needed to work in adult social care as well as the learning and development options the workforce has at each role category. TLAP convened people who draw on care and support to establish their understanding and views on the role and type of values people working in social care should have in order to provide good-personalised care and support.

Values matter because good care depends on good workers. It's important that workers have the right skills, knowledge and training, but if they also don't hold the right values, they are unlikely to deliver good person-centred care and support.

The results of this work were fed back to DHSC and a series of values statements were included in the Pathway which was published in January 2024.

Impact and outcomes

The inclusion of the values statements in the Pathway was significant as it was a public commitment by DHSC demonstrating that the views of people with lived experience were central to what people working in social care are expected to do.

TLAP enabled people with lived experience to:



Reflect what people felt was most important.



Identify the values people wanted.



Reflect on what gets in the way of realising these values.

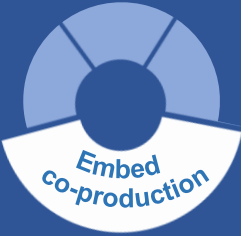


Reflect on how important it was that the workforce felt valued.

Future priorities

Thank you to all of our partners, collaborators, stakeholders and charitable supporters over the last year, it has been a privilege to work with you all.

In 2024/25 we look forward to continuing to work in partnership and collaboration with you. Do please get in touch if you would like to know more about the projects and activities we are planning.

 PRIORITY	 WE WILL
 Embed co-production and the voice of lived experience in the design and delivery of care and support services and in policy and research to better meet people's needs.	➔ Develop a vision and development plan for co-production that drives our work enabling us to lead on shaping practice in social care. ➔ Pilot and refine a toolkit for measuring the impact of co-production, based on our research, establishing relevance for local authorities in relation to Care Quality Commission (CQC) reviews. ➔ Develop infrastructure to support co-production within SCIE itself and externally to support building capability and capacity for co-production across the system. ➔ Review recruitment and selection process involving people with lived experience.



PRIORITY



WE WILL



Drive innovation and improvement in social care to deliver better outcomes for children and adults who need care and support.



Continue adding value via consultancy improvement projects for a range of clients including local authority and care provider partners and DHSC and other national partners for national programmes.



Bring our wealth of trusted, evidence-based expertise to develop new offers for children's services, safeguarding and training.



Deliver the Accelerating Reform Fund through our innovative consultancy, support offer role to spread improvements across adult social care.



Contribute analytic expertise to the work of the Accelerating Reform Fund, capturing evidence and learning for improving local care systems and care services.



Continue innovative research into dementia sundowning via the Longitude Prize.



Create new set of TLAP Making it Real I/We Statements for the CQC domain of 'Well Led' with people who draw on care and support, leaders and workforce across adult social care (ASC).



Improve safeguarding skills, knowledge and practice to keep children and adults safe and support their social wellbeing.



Deliver safeguarding support to clients, including expert training, audits, reviews, and other national programmes.



Pilot and scale up new audit, Designated Safeguarding Lead and new Safeguarding Adults Reviews (SAR) accreditation offers.



Implement a new digital platform for training.



Turn Deprivation of Liberty Safeguards (DoLS) backlog guidance into a tool for local authorities about efficiencies and managing backlogs, development of traffic light RAG system and financial calculator costing tool.



Contribute (all teams) to a safe environment by following SCIE's safeguarding processes and promoting our safeguarding services. This will be monitored via the safeguarding assurance process.

 PRIORITY	 WE WILL
 Influence and support implementation and delivery of better policy to improve the lives of people accessing care and support.	➔ Adopt and use best evidence and research into project delivery, including learning from safeguarding reviews, SCIE research, academic research, and national guidance. ➔ Continue to promote the role of housing in care and support, including the findings and recommendations of the recent Task Force on Older People's Housing. ➔ Scope a Care Equity Commission to produce evidence and policy proposals for improving equity in social care access, service provision and outcomes. ➔ Develop an influencing strategy to consider issues of care workforce strategy, early support and prevention, improvement and innovation and the adult social care priorities for the short, mid-term ahead. ➔ TLAP - create and promote a Direct Payments Action Plan, working with DHSC's Chief Social Worker Office, ADASS and LGA to promote and prioritise Care Act compliant Direct Payments policy and practice.
 Organisational development	➔ Support employees to identify a cross-organisational project they can be involved in (e.g. driving Equity, Diversity and Inclusion). ➔ Support the development and implementation of our Equity, Diversity, and Inclusion (EDI) Strategy. ➔ Continue to deploy The People Plan developing our people infrastructure, ensuring we have the right people, knowledge, and capacity in the right places, at the right time and at the right cost. ➔ Implement new finance and project management systems to ensure we support our work as effectively as possible ➔ Develop and deploy an increased charitable offer and new marketing and communications strategy, so people understand better what we do and how we can help.

Governance report

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

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

This confirmation is given and should be interpreted in accordance with the provisions of s.418 of the Companies Act 2006.

The Trustees are responsible for the maintenance and integrity of financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

SCIE's Board of Trustees

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

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

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

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

The Board of Trustees is supported by an Audit and Risk Committee and a People and Nominations Committee, which meets throughout the year.

The Audit and Risk Committee is established by the Board to make recommendations, provide oversight and assurance in respect of the Charity's financial integrity, transparency and effective risk management. The Committee oversees the accuracy and reliability of the Charity's financial reporting as well as evaluating the adequacy of internal controls. The Committee plays a pivotal role in maintaining accountability, good governance and the long-term sustainability of the Charity.

The Nominations and People Committee is established by the Board to make recommendations, provide oversight and assurance in respect to the Charity's arrangements for appointing and assessing the contribution of Trustees, including the Chair and Hon Treasurer. The Committee also provides the Board with assurance in respect of the Charity's people strategy and processes.

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

Trustee	Appointed / Resigned	Audit and Risk Committee	People and Nominations Committee
Rt Hon Paul Burstow (Chair)	Resigned 31/01/2024		
Clenton Farquharson			
John Grosvenor		Treasurer	
Margaret Lally		Member	
(Vice Chair)			Member
Rachel Armitage		Member	Member
Sean Holland			
Zoe Gould			
Zoe Hallam		Member	
Brett Terry			Chair
Georgia Chimbani			

Company Secretary	Kathryn Smith
Chief Executive	Kathryn Smith
Registered and principal office	Social Care Institute for Excellence Isosceles Head Office One High Street Egham TW20 9HJ E: info@scie.org.uk W: www.scie.org.uk
Company Registration Number	04289790 (England and Wales)
Charity Registration Number	1092778
Auditor	HaysMac LLP 10 Queen Street Place London EC4R 1AG
Banker	Barclays Bank plc Public Sector Team Level 27 1 Churchill Place London E14 5HP

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

The financial statements for the year to 31 March 2024 have been prepared in accordance with the accounting policies set out on pages 37 to 40 of the financial statements and comply with the charity's memorandum and articles of association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Structure

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

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

Key management personnel

The key management personnel are the Trustees together with the Chief Executive, the Strategic Leadership Team and the Operational Leadership Team. Payments made to Trustees are set out above with all such payments being approved by the Board, those receiving such payments absenting themselves from such approval.

All of SCIE's pay grades are externally evaluated by an external reward consultant. The consultant gathered relevant market data to design the associated pay levels. This involved extracting and gathering market data from a number of different sources in order to produce a rounded and robust outcome that smoothed out any anomalies which may exist in the source data. Data collected covers the Charity, Public, Institute, Academic and Research and Policy Sectors. In gathering pay data the consultant included organisations/data sources that are comparable with SCIE, in terms of size and location. After gathering data from these organisations and surveys, all of this was placed into a translator (which is merely a mechanism to extrapolate the salary figure from each organisation/data source at SCIE's job size level/grade). This produced an indicative salary figure for every possible job evaluation score and therefore allowed us to read-off the market salary data from the relevant data sources for each of SCIE's grades.

Charitable objectives

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

Income generation

SCIE raises income from statutory, earned and voluntary fundraising sources.

SCIE complies with the best practice advised by the Charity Commission and Fundraising Regulator and utilises a donation acceptance policy to support its ethical collaboration statement.

No external professional fundraisers work on behalf of SCIE. During the year, the charity received no complaints about its fundraising activity.

All areas of income generation are supported by an Ethics Committee to ensure adherence to the charity's values.

ESG

During the year, SCIE has taken a more strategic approach to the implementation of social value and its policies and reporting within the charity.

We now have in place a social value policy, a modern slavery and human trafficking statement, and a carbon reduction plan.

We will continue to challenge our ways of working and be conscious to minimise our environmental impact whilst pursuing our goals. <https://www.scie.org.uk/about/carbon-reduction-plan/>

Equality, diversity and inclusion

Inclusion is one of our values that drives our organisational culture here at SCIE. We're committed to listen and act where required so people can be included without fear or prejudice regardless of race, age, gender, sexual orientation, faith and belief, or a disability.

Beginning with our Board we've made appointments to increase diversity. We have people with lived experience on our Board and supporting committees. We're also proud to include a person with lived experience on recruitment panels for Trustee and employee roles.

Co-production Network

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

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

Key risks

The Audit and Risk Committee regularly review the strategic risk register and have identified key risks and their mitigation. These include:

- Monitoring financial sustainability to ensure that our expenditure does not exceed our income. This risk is mitigated by careful budget management, planning, forecasting and credit control management.
- Monitoring internal controls and procedures to ensure they are effective. This risk is mitigated by regularly reviewing and testing internal controls and by closely liaising with staff to obtain their feedback.
- Having a robust and effective cyber security strategy in place to protect our infrastructure, assets, staff and clients. This risk is mitigated by the appointment of a virtual Chief Information Security Officer (vCISO) who works closely with the Director of Finance and Corporate Resources.
- Ensuring full compliance with our legal, financial and data protection responsibilities. This risk is mitigated by undertaking regular reviews, for example at the Audit and Risk Committee and Board meetings. SCIE have also appointed an external data protection advisor, who undertakes an annual audit to review SCIE's ongoing compliance with data protection legislation.

Financial overview

2023/24 represents another successful year for SCIE, on the back of recording operational surpluses for the 2021/22 and 2022/23 financial years, after a number of operationally deficit financial years.

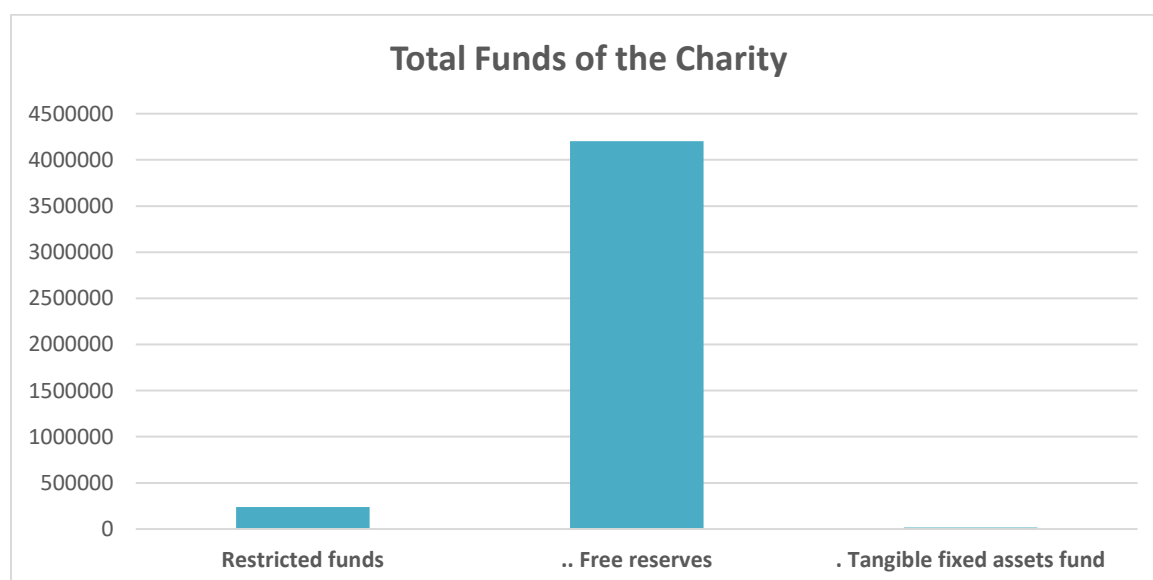
SCIE is pleased to report an operating surplus of £75,803 for the 2023/24 financial year and SCIE staff should be congratulated on this achievement as we look to build on this surplus moving forward.

SCIE's income for the 2023/2024 financial year increased by 8% with expenditure increasing by 12% in comparison to the 2022/2023 financial year. SCIE has its cost base firmly under control and we continue to seek to reduce and minimise expenditure where possible, regularly reviewing our strategies to maximise our income potential.

SCIE regularly reviews operations, to ensure that value for money in relation to goods and core services are being provided and received. SCIE's procurement policies and processes have been strengthened to ensure that quotes for goods and services received are both competitive and represent value for money.

SCIE remains a member of the SEI Master Trust Pension on a defined contribution benefit basis.

Figure 1: Total funds

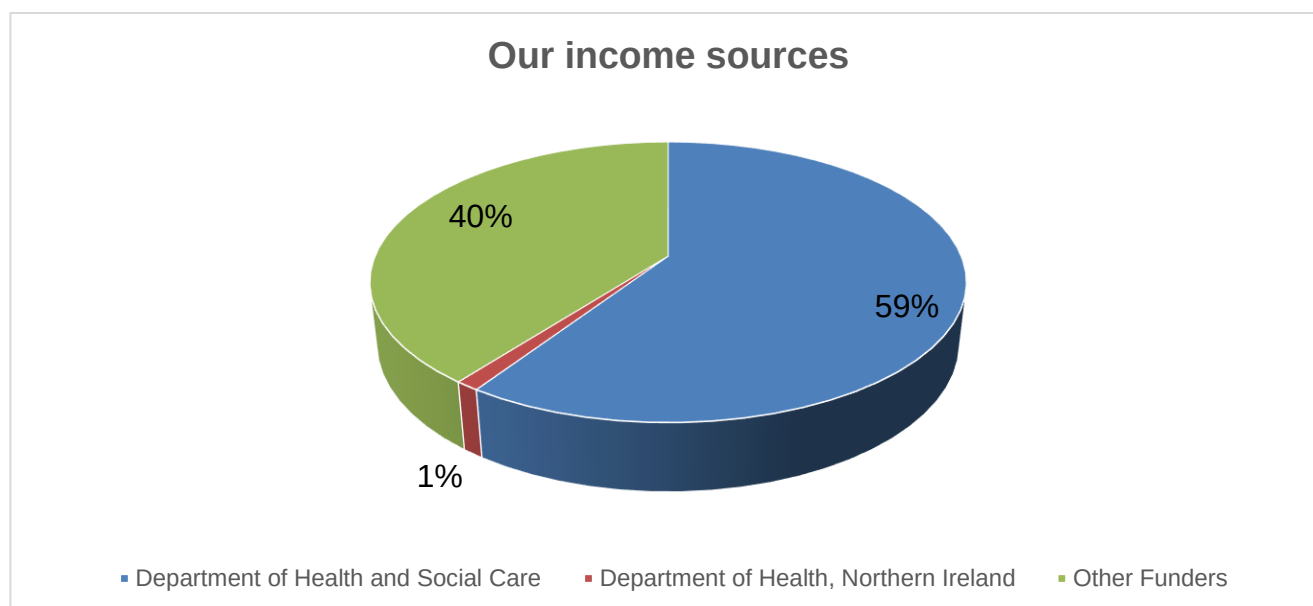


The balance sheet shows total funds to be in credit by £4,422,043 at 31 March 2024 (2022-2023 credit of £4,346,240). At this date, restricted funds amounted to a surplus of £202,277 (2022-2023 surplus of £187,276).

These monies have either been restricted for use on specific projects or they comprise donations subject to donor-imposed conditions. Full details of these restricted funds can be found in note 12 to the financial statements together with an analysis of movements in the year. £15,875 (2022-2023 – £6,493) of the total funds is represented by tangible fixed assets held in unrestricted funds.

SCIE's remaining general funds (being unrestricted funds excluding tangible fixed assets are 'free reserves' and total £4,203,891 at 31 March 2024 (2022-2023 – £4,152,471).

SCIE received its income from two principal sources – grants and fees and commissioning income. It spent its money on charitable activities delivering projects and meeting contracts and agreements. SCIE was also in receipt of £1,798 for 'income in kind', to support SCIE with marketing, impact and evaluation work and for the provision of meeting room space.

Figure 2: Income

Policies

Reserves policy

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

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

In the current climate, SCIE is determined to keep a level of reserves commensurate with balancing the need to release funds for new streams of income generation with the need to retain sufficient funds for liabilities and strategic investments; and, in addition, having funds to support three to six months of operating costs in the unlikely event of a closure. This would require reserves of £1 million to £2 million. The Trustees believe the minimum level of free reserves at this time, should be £2 million.

The level of free reserves was £4,203,891 at 31 March 2024. The Trustees believe that this level of free reserves is adequate but not excessive and that it is consistent with the reserves policy above. The current free reserves provide a solid foundation to support SCIE's transformation by enabling investment in the development of its commercial offer, diversification of sources of income, and in meeting its future liabilities.

Strategic Investment Fund

SCIE adopted a Strategic Investment Fund (SIF), for projects that align with our strategic objectives. SIFs are approved and reviewed by the Audit and Risk Committee, with expenditure reported on a quarterly basis (see note 14). These funds are considered for the purposes of financial reporting and risk management.

Investment policy

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

The Charity's assets

Acquisitions and disposals of fixed assets during the year are recorded in the notes to the financial statements (see note 8).

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

Trustee: Paul Burstow 

Approved by the Trustees on: 30 September 2024

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

Opinion

We have audited the financial statements of Social Care Institute for Excellence for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 20, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, income tax, payroll tax and sales tax legislation.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to management bias in accounting estimates. Audit procedures performed by the engagement team included:

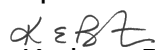
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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



Kathryn Burton (Senior Statutory Auditor)

For and on behalf of HaysMac LLP, Statutory Auditor

Date: 18/12/2024

10 Queen Street Place
London
EC4R 1AG

Statement of financial activities: Year to 31 March 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	Unrestricted funds £	Restricted funds £	2023 Total funds £
Income from:							
Donations and Legacies	1	1,798	—	1,798	—	11,600	11,600
Short-term bank deposits							
Interest receivable		151,061	—	151,061	49,449	—	49,449
Charitable activities	12	1,731,357	2,969,428	4,700,785	2,022,401	2,400,684	4,423,085
Contracts, grants, service level agreements and fees receivable							
Total income		1,884,216	2,969,428	4,853,644	2,071,850	2,412,284	4,484,134
Expenditure on:							
Charitable activities	2						
Provision and dissemination of knowledge and good practice in social care		1,697,591	2,954,428	4,652,019	1,708,357	2,473,272	4,181,629
Total operational expenditure		1,697,591	2,954,428	4,652,019	1,708,357	2,473,272	4,181,629
Expenditure from Strategic Investment Fund 14	14	125,822		125,822			
Total expenditure		1,823,413	2,954,428	4,777,841			4,181,629
Net income (expenditure) for the year before gains and losses		60,803	15,000	75,803	363,493	(60,988)	302,505
Exceptional Pension items		—	—	—	4,428,576	—	4,428,576
Net income (expenditure) for the year		60,803	15,000	75,803	—	—	
Net movement in funds		60,803	15,000	75,803	4,792,069	(60,988)	4,731,081
Reconciliation of funds: fund balances brought forward at 1 April 2023		4,158,964	187,276	4,346,240	(633,105)	248,264	(384,841)
Funds balances carried forward 31 March 2024		4,219,767	202,276	4,422,043	4,158,964	187,276	4,346,240

All of the Charity's activities derived from continuing operations during the above two financial periods. There are no other recognised gains and losses. The accounting policies and notes to the accounts also form part of the financial statements.

Balance sheet: As at 31 March 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	8		15,875		6,493
Current assets					
Debtors	9	522,860		1,873,252	
Cash at bank and in hand		4,469,660		3,269,074	
		<u>4,992,520</u>		<u>5,142,326</u>	
Creditors: amounts falling due within one year	10	<u>(586,352)</u>		<u>(744,246)</u>	
Net current assets			<u>4,406,168</u>		4,398,080
FRS 102 Pension liability					<u>(58,333)</u>
Total net assets			<u>4,422,043</u>		<u>4,346,240</u>
The funds of the charity					
Restricted funds	12		202,277		187,276
Unrestricted funds					
. General fund					
..Free reserves	13		4,050,463		4,152,471
Strategic Investment Fund	14		153,428		
. Tangible fixed assets fund	13		<u>15,875</u>		<u>6,493</u>
			<u>4,422,043</u>		<u>4,346,240</u>

Financial statements and notes to the accounts approved by the Trustees of Social Care Institute for Excellence and signed on their behalf by:

Trustee: Paul Burstow
Approved on: 30 September 2024



Trustee: John Grosvenor
Approved on: 30 September 2024



Company Registration No.04289790 (England and Wales)
Charity Registration No.1092778

Statement of cash flows: Year to 31 March 2024

	Notes	2024 £	2023 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	1,065,665	467,685
Cash flows from investing activities:			
Interest received		151,061	49,449
Disposal of tangible fixed assets		0	0
Purchase of tangible fixed assets		(16,140)	(9,314)
Net cash provided by investing activities		134,921	40,135
Change in cash and cash equivalents in the year		1,200,586	507,820
Cash and cash equivalents at 1 April 2023	B	3,269,074	2,761,254
Cash and cash equivalents at 31 March 2024	B	4,469,660	3,269,074

Notes to the statement of cash flows for the year to 31 March 2024

A Reconciliation of net expenditure for the year to net cash provided by operating activities

	2024 £	2023 £
Net income for the year (as per the statement of financial activities)	75,803	1,162,505
Adjustments for:		
Depreciation charge	6,758	9,031
FRS 102 pension charge	(58,333)	58,333
Interest receivable	(151,061)	(49,449)
(Increase) decrease in debtors	1,350,392	(441,848)
(Decrease) increase in creditors	(157,894)	(270,887)
Net cash provided by operating activities	1,065,665	467,685

B Analysis of cash and cash equivalents

	2024 £	2023 £
Cash at bank and in hand	4,469,660	3,269,074

Social Care Institute for Excellence does not have any borrowings or lease obligations. Net debt consists therefore of the cash at bank and in hand.

Principal accounting policies: Year to 31 March 2024

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

Basis of preparation

These financial statements have been prepared for the year to 31 March 2024 with comparative information provided in respect to the year to 31 March 2023.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) second edition, issued on 01 January 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

Critical accounting estimates and areas of judgement

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

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

- Estimating the useful economic life of tangible fixed assets for the purposes of calculating the depreciation charge.
- Estimating the amount of income to be accrued in respect of contractual work completed; and
- Estimating the amount to defer in relation to contractual and grant income received during the year.

Assessment of going concern

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

The budget planning exercise for the 2024/25 financial year was a continuation of the focus on our Strategic Priority Areas and their associated sub-streams of work. The Finance Team have continued to work closely with each Strategic Priority Area lead to build an accurate and realistic 2024/25 budget which was recommended for approval by SCIE's Audit and Risk Committee, before being ratified by the Board of Trustees. The 2024/25 budget forecasts an operating surplus.

Planning beyond the 2024/25 financial year, the Charity continues to have a healthy cash balance, resulting in SCIE being able to meet its financial obligations. Whilst there will be challenges ahead, the Trustees do not expect concerns to arise over the Charity's financial position. As a result, the Trustees believe it is appropriate for the financial statements to be prepared on a going concern basis, which are free from material uncertainties.

Income recognition

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

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

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

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

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

Expenditure recognition

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

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs.

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

All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs

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

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

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

Tangible fixed assets

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

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

- computer and IT equipment (including software) – 33.3% per annum based on cost
- office furniture and fittings – 25% to 33.3% per annum based on cost
- leasehold improvements – over the remaining period of the lease.

Debtors

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

Cash at bank and in hand

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

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the Charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund structure

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

The general fund represents those monies which are available for application towards achieving any charitable purpose that falls within the Charity's objects. It is represented by free reserves.

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

Leased assets

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

Notes to the financial statements: Year to 31 March 2024

1. Donations and legacies, contracts, grants, service level agreements and fees receivable

	Unrestricted funds £	Restricted funds £	2024 Total funds £	Unrestricted funds £	Restricted funds £	2023 Total funds £
Department of Health and Social Care project grants	—	2,969,234	2,969,234	—	2,357,557	2,357,557
Social Care Wales	-	—	-	86,910	—	86,910
Department of Health, Northern Ireland	97,344	—	97,344	129,740	—	129,740
Fees and commissioning	1,363,252	—	1,363,252	1,426,477	—	1,426,477
Donations and legacies	1,798	—	1,798		11,600	11,600
Other funders	421,822	194	422,016	428,723	43,127	471,850
	1,884,216	2,969,428	4,853,644	2,071,850	2,412,284	4,484,134

The above donations and legacies, contracts, grants, service level agreements and fees receivable relate to the sole charitable activity of Business, Development & Delivery (BDD).

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

	Unrestricted funds £	Restricted funds £	2024 Total funds £	Unrestricted funds £	Restricted funds £	2023 Total funds £
Business, Development & Delivery (BDD)						
Staff costs	557,253	(907)	556,346	274,430	1,270,996	1,545,426
Office and premises costs	—	—	—	(2,449)	4,173	1,724
Donations and legacies	—	1,798	1,798	—	11,600	11,600
Commissioning costs	302,404	2,123,306	2,425,710	674,530	615,663	1,290,193
Electronic access and publication costs	106,386	24,895	131,281	58,749	13,437	72,186
Support costs (note 3)	731,549	805,336	1,536,885	703,097	557,403	1,260,500
Strategic Investment Fund (note 14)	125,822		125,822			
	1,823,414	2,954,428	4,777,842	1,708,357	2,473,272	4,181,629

3. Support costs

	2024 Total funds £	2023 Total funds £
Staff costs	972,189	761,699
Premises costs	—	(32,664)
Office costs	23,375	17,599
Governance costs (Excluding staff costs)	27,489	27,763
Other costs	513,832	486,103
Total	1,536,885	1,260,500

Support costs show the breakdown of 'publicity and dissemination support costs', as per note 2, which cover specific support costs that were allocated across SCIE's projects.

4. Net income (expenditure) for the year

This is stated after charging:

	2024 Total funds £	2023 Total funds £
Staff costs (note 5)	3,497,779	3,484,427
Auditor's remuneration		
. Statutory audit services		
.. Current year	28,490	25,996
.. Previous year	—	5,762
Depreciation	6,758	9,031
Operating lease rentals	—	14,957

5. Employees and staff costs

Staff costs during the year were as follows:

	2024 £	2023 £
Wages and salaries	1,983,510	1,822,145
Social security costs	208,747	204,566
Other pension costs	98,806	88,265
FRS 102 pension charge	-	-
	2,291,063	2,114,976
Payments to agency staff and consultants	1,072,591	1,259,435
Other staff related costs	134,125	110,016
	3,497,779	3,484,427

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

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

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

	2024 No.	2023 No.
Charitable activities		
Business, Development & Delivery (BDD)	47	40
Governance	1	1
	48	41

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

	2024 No.	2023 No.
£60,001 - £70,000	3	3
£70,001 - £80,000	4	4
£80,001 - £90,000	1	—
£90,001 - £100,000	1	—
£140,001 - £150,000	—	1
£150,001 - £160,000	1	—
	10	8

Contributions were made to a defined contribution pension scheme in respect of employees.

6. Payments in relation to Trustees

In accordance with the Charity's memorandum and articles of association, the Chair of the Trustees was paid £28,341 (2023 — £27,311) during the year for services undertaken in the administration of the Charity. One other Trustee was paid a total of £3,200 (2023 — £4,222) on the same basis. The payment for such services has been authorised by the Charity Commission and is in line with the 2016 Charities Act.

Out-of-pocket travelling and subsistence expenses of £1,252 were incurred during the year (2023 — £1,748).

The Charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the Charity during the year totalled £16,815 (2023 — £16,796) and provides cover of up to a maximum of £5 million (2023 — £5 million).

Except as noted above, the Charity did not enter into any other transactions with related parties in the current or prior years.

7. Taxation

The company is a Charity under the Finance Act 2010 (schedule 6, paragraph 1) definition. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by the Corporation Tax Act 2010 (part 11, chapter 3) or the Taxation of Chargeable Gains Act 1992 (section 256), to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period (2022 – none).

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

8. Tangible fixed assets

	Computer and IT equipment	Software	Total
	£	£	£
Cost			
At 1 April 2023	9,314	87,292	96,606
Additions	16,140	—	16,140
Disposals	—	—	—
At 31 March 2024	25,454	87,292	112,746
Depreciation			
At 1 April 2023	2,821	87,292	90,113
Charge for year	6,758	—	6,758
Disposals	—	—	—
At 31 March 2024	9,579	87,292	96,871
Net book values			
At 31 March 2024	15,875	—	15,875
At 31 March 2023	6,493	—	6,493

9. Debtors

	2024 £	2023 £
Prepayments and accrued income	210,880	107,035
Other Debtors	—	1,210,000
Fees and other income receivable	311,980	556,217
	522,860	1,873,252

10. Creditors: amounts falling due within one year

	2024	2023
	£	£
Expense creditors	230,366	210,950
Taxation and social security	155,051	179,208
Pension	—	15,297
Accruals	116,979	210,164
Deferred income (note 11)	83,956	128,627
	586,352	744,246

11. Deferred income

	2024	2023
	£	£
Balance at 1 April 2023	345,768	345,768
Income received in advance	83,956	128,627
Released to statement of financial activities	(345,768)	(345,768)
Balance at 31 March 2024 (note 10)	83,956	128,627

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

12. Restricted funds

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

	At 01-Apr 2023 £	Income £	Direct costs £	Expenditure Support costs £	Fund Transfers £	At 31-Mar 2024 £
DHSC commissions						
Core	—	1,901,352	(1,312,208)	(589,144)	—	—
Dunhill	70,097	10,600	(7,727)	(2,873)	—	70,097
Oak Foundation	3,001	33,693	(24,562)	(9,131)	—	3,001
LRS programme	4,226	—	—	—	—	4,226
Innovation Network	12,322	—	—	—	—	12,322
Think Local Act Personal (TLAP)	174,582	963,590	(778,590)	(185,000)	—	174,582
Nesta National Fundraising	(76,952)	60,194	(26,005)	(19,188)	—	(61,951)
	187,276	2,969,429	(2,149,092)	(805,336)	—	202,277

	At 01-Apr 2022 £	Income £	Direct costs £	Expenditure Support costs £	Fund Transfers £	At 31-Mar 2023 £
DHSC commissions						
Core		1,623,000	(1,244,062)	(378,938)		—
Liberty Protection Standards (LPS)	65,828	—	4,269	—	—	70,097
Donations and Legacies	—	11,600	(11,600)	—	—	—
Oak Foundation	10,296	26,557	(30,646)	(3,207)	3,001	
LRS programme	4,691	—	(465)	—	4,226	
Innovation Network	12,322	—	—	—	12,322	
Think Local Act Personal (TLAP)	187,929	708,000	(557,983)	(163,364)	174,582	
National Fundraising Supporting Each Other Equals Power	(32,802)	43,127	(75,381)	(11,895)	(76,952)	
	284,264	2,412,284	(1,915,868)	(557,403)		187,276

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

DHSC commission

The Department of Health and Social Care (DHSC) provided funding to SCIE to benefit from our unique position as a trusted, people-focused, independent improvement agency, to deliver business needs and facilitate sector improvement, increasing awareness, knowledge, skills and experience of the workforce. This included:

- Provision of sector leadership in conjunction with DHSC, providing social care expertise and insight to DHSC and bringing together national social care leads to co-ordinate responses to social care issues and policy, and wider sector leadership.
- Development of high-quality content and guidance for the sector, including producing new guidance on what co-production is and how to do it, and summarising evidence on emergent issues such as sexual incidents in care settings.
- Maintenance and review of key content that the sector is dependent on, including Safeguarding Adults, the Care Act, Mental Capacity and Co-production.
- Preparation and support for the sector in relation to new policy and funding initiatives such as the Accelerating Reform Fund (ARF) including understanding their level of preparedness and priorities, building awareness around the planned activities, and developing a package of support ahead of the 2024 £42.6m grant funding from DHSC.

Oak Foundation

The Oak Foundation has provided funds for SCIE to review the safeguarding policies and procedures of grant applicants and offer support where needed. This support includes policy development, organisation specific training, as well as more generic safeguarding training sessions that are open to all grantees.

Think Local Act Personal (TLAP)

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

13. Analysis of movement on funds

The below tables show the movement in the restricted and free reserves of the organisation for both the current and prior year. Asset movements refer to the adjustments that have been made to the tangible fixed-asset fund to reflect the amount of committed depreciation outstanding at the end of the financial year. The pension movements refer to adjustments that arose due to actuarial gains/losses following the yearly actuarial review. The Strategic Investment Fund (SIF) refers to expenditure incurred in 2023 in relation to three SIF projects, approved by the Board of Trustees.

	Restricted Funds £	Free reserves £	Tangible fixed assets fund £	Strategic Investment Fund £	Total 2024 £
Fund balances at 1 April 2023	187,276	4,152,471	6,493	—	4,346,240
Movements:					
(Deficit) / Surplus for the year, before expenditure on Strategic Investment Fund	15,001	186,624	—	—	201,625
Strategic Investment Fund	—	(279,250)	—	153,428	(125,822)
FRS 102 pension liability movement	—	—	—	—	—
Asset movement	—	(9,382)	9,382	—	—
Fund balances at 31 March 2024	202,277	4,050,463	15,875	153,428	4,422,043

	Restricted funds £	Free reserves £	Tangible fixed assets fund £	Pension Reserve £	Total 2023 £
Fund balances at 1 April 2022	248,264	2,929,261	6,210	(3,568,576)	(384,841)
Movements:					
(Deficit) / Surplus for the year	(60,988)	1,223,493	—	—	1,162,505
Actuarial estimate of future pension contributions	—	—	—	3,568,576	3,568,576
FRS 102 pension liability movement	—	—	—	—	—
Asset movement	—	(283)	283	—	—
Transfer General to Restricted	—	—	—	—	—
Fund balances at 31 March 2023	187,276	4,152,471	6,493	—	4,346,240

14. Strategic Investment Fund (SIF)

In the 2023 financial year, the Charity received a refund of Local Government Pension Scheme (LGPS) surplus of £1.2 million, ceasing the Charity's involvement with the LGPS (detailed in note 15 of the 2023 annual report). Using this pension refund, SCIE adopted a "Strategic Investment Fund" (SIF), for projects that align with SCIE's strategic objectives. The Board of Trustees approved three SIF projects (covering the areas of Care Equity Commission, Children's Services and Marketing), i.e. expenditure that could be incurred for three strategic projects which could be funded via the LGPS refund held in the Charity's unrestricted reserves. For the 2024 financial year, SIF expenditure totaled £125,822 against a budget of £279,250. As this is a new initiative for 2024, there is no comparative data available.

15. Members' liability

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

Please get in touch to find out more:



For up-to-date information on the social care sector, details of knowledge, guidance and training opportunities, sign up to our newsletter SCIELine:

<https://www.scie.org.uk/register/>



SCIE hosts Think Local Act Personal (TLAP):

<https://thinklocalactpersonal.org.uk/about-us/>



sciebusdevelopmentteam@scie.org.uk



Accounts



social care
institute for excellence

Leading the way for improved social care

Annual report and financial statements 2022/23

31 March 2023

Company Limited by Guarantee

Registration Number 04289790 (England and Wales),
Charity Registration Number 1092778





social care
institute for excellence

About SCIE

The Social Care Institute for Excellence improves the lives of people of all ages by co-producing, sharing, and supporting the use of the best available knowledge and evidence about what works in practice. We are a leading improvement support agency and an independent charity working with organisations that support adults, families and children across the UK. We also work closely with related services such as health care and housing.

We improve the quality of care and support services for adults and children by:

- identifying and sharing knowledge about what works and what's new
- supporting people who plan, commission, deliver and use services to put that knowledge into practice
- informing, influencing and inspiring the direction of future practice and policy.

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Chief Executive's report



2022/23 has been a year of continued improvement and progress against the objectives we set ourselves last year. We want to be the best we can be for the benefit of the sector and after a successful year of impact and strong governance we have delivered a second year of surplus in succession. I am immensely proud that we have such a solid foundation to drive forward our strategy and future plans.

Thank you to the Board of Trustees for all of your support over the last year and to my hugely dedicated team along with our Co-production Steering Group and wider network.

Our contribution to the social care agenda continues to widen with SCIE now having a presence on the All-Parliamentary Party Group for Adult Social Care coupled with our membership of the new Housing Taskforce.

Ultimately, the purpose of all of this is the way we serve you the sector, and that we deliver the outcomes we promise. Over the last year we have been reviewing our stakeholder impact and it has been humbling to see the feedback we have received. Improving as an organisation is crucial for us, knowing what we need to improve on is just as important as hearing about what we do well.

For both our Local Improvement and Safeguarding work our stakeholders likelihood of promoting SCIE to peers generated a world class net promoter score of 78 - a brilliant benchmark to work to across all of our work programme areas.

Testament to our effectiveness is the fact that a large part of our work programme is with organisations and partners that we have worked with on a regular basis for a number of years. We pride ourselves on our quality of work and the fact that a large part of our work programme is with existing partners is testament to my team. We will continue to serve these partnerships to the best of our ability and look forward to increasing the number of partners that we work with over the coming 12 months.

A permanent shift to home working whilst beneficial from an environmental and financial point of view, has not been without its challenges. But, as is our culture, we have adapted and fought hard to make it work for the benefit of not only our mission but for the wellbeing of our staff.

There always remains more to do to fulfil our purpose. Now more than ever our sector needs a charity that makes the case for and demonstrates the incredible value and difference that great social care can make to people's lives. Driven by the evidence and by the voice of lived experience SCIE has a unique role to play.

We look forward to working with you and thank you for your interest in SCIE.

Best wishes

Kathryn Smith

Chief Executive, SCIE

Chair's report



The Social Care Institute for Excellence (SCIE) is a trusted partner to the social care sector. Over 22 years we have built our activities around a base of evidence. Our reach into the sector, years in the making, is unsurpassed. With strong and stable leadership under our Chief Executive, Kathryn Smith, we are well placed to implement our plans for the future in order to achieve our vision of a society where care and support maximises people's choices, removes social inequality and enables people to live fulfilling, safe and healthy lives.

This has been another enormously challenging year for social care, but despite the political uncertainty we have continued to help the sector navigate the challenges it continues to face. Our success in facing this challenge is demonstrated by our annual impact report. One of the highlights for me is that 82% of our impact survey respondents told us that they had/intended to change their practice/approach following our intervention - a brilliant endorsement of our work.

The narrative that is switching to a focus on 'solutions' rather than 'problems' is key for us as we believe the sector has huge potential to continue to improve care and support based on evidence and best practice. Our focus on personalisation and the use of co-production lies at the heart of our ethos and enables the application of effective and practical care.

I am hugely proud to be the Chair of this leading charity and improvement agency. I want to thank my fellow Trustees along with our Chief Executive, Kathryn Smith, and all of the SCIE team for their huge efforts and dedication. Huge thanks also to our Co-production Steering Group who continue to work with us ensuring that the voice of lived experience is integral to all we do. A special mention should be made to Think Local Act Personal (TLAP), who SCIE host, and their contribution and recognition within the Adult Social Care White Paper 'people at the heart of care'.

The social care sector is such an important sector to work in and contribute to and at SCIE we know it is a privilege to be part of it.

With best wishes

Rt Hon Paul Burstow
Chair, SCIE

Our year in summary

SCIE is a trusted voice in the social care sector and a leading values driven charity and improvement agency. As set out in the memorandum and articles of association, SCIE's objective is the 'relief of need arising from youth, illness, disability, old age or poverty, by the review, provision and dissemination of knowledge of, and guidelines for, good practice, and other information, to persons who use, work in or are otherwise involved in social care'. To fulfil its charitable objective, SCIE conducts its work under three core functions:

- building a knowledge base about what works in social care
- translating this into resources
- disseminating this across the social care sector.

Vision



A society where care and support:

- maximises people's choices
- removes social inequality
- enables people to live fulfilling, safe and healthy lives.

Mission



To research, evidence, share and support the implementation of best practice.

We use this evidence and experience to shape policy and outcomes, and to raise awareness of the importance of social care and social work for creating a fair and equal society.

Everything we do is informed by people with experience of care and support.

Strategy



Our 2022/23 strategy focused on four strategic areas:

- Driving improvements in social care locally.
- Influencing better policy and practice nationally, including the Think Local Act Personal programme.
- Supporting better safeguarding everywhere.
- Improving SCIE as an organisation.

Our values

The values we have signed up to

Progressive	→	always learning and developing
Inclusive	→	working together for equality, diversity and fairness
Credible	→	evidence-based, robust and reliable
Transparent	→	open and honest
Committed	→	focused on making a difference to people's lives

Our achievements

SCIE in 2022/23



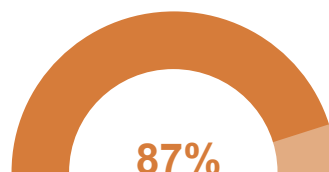
22 years in operation



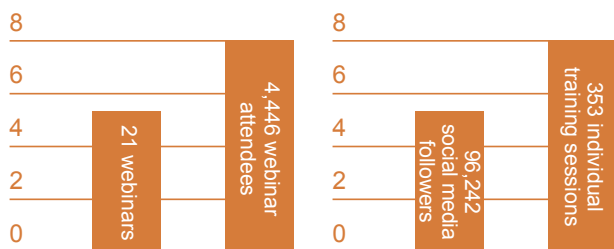
Member of APPG ASC



Member of Housing Taskforce



87% said our strengths-based training “made a positive contribution to the work”



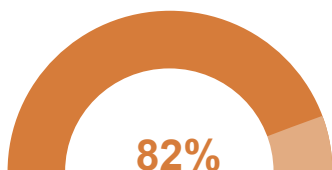
Webinars, social media and training



6 strategic alliances and partnerships



125k subscribers to our newsletter with high rated open rate



82% of 2,106 respondents either had or intended to change their practice/ approach following our intervention

Overall, SCIE received a world class net promoter score of 71 for the likelihood of promoting SCIE to peers across all areas

“SCIE were instrumental in how we’ve taken forward all of our knowledge mobilisation activity”

Activities and impact

Why we exist: Leading the way for improved social care

The quality of life of people of all ages in the UK is improved or maintained because the people and organisations who support them have access to high quality research, evidence, insight and support.

Our current strategy focusses on four priorities:

- Improving social care locally.
- Influencing better national policy and practice, including the Think Local Act Personal programme, to drive personalisation of health, care and support.
- Supporting better safeguarding everywhere.
- Improving SCIE as an organisation.

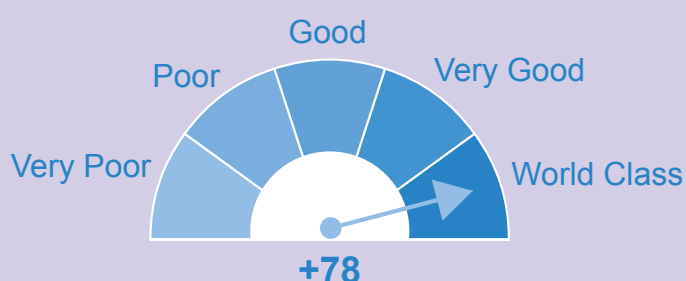
What we have achieved

In our annual impact survey we wanted to know if:

- Did/will practice/policy change as a result of our work?
- What could SCIE have done differently to help you change?
- Would they recommend SCIE to colleagues and peers?
- What are the current areas you are working on where SCIE could support you?

Over the last year we have:

Improved social care locally



SCIE received a world class net promoter score of 78 for the likelihood of promoting SCIE to peers.

The six main priorities we set for this year related to practice with impact, supporting place-based integration of health and social care, commissioning for innovation and outcomes, embedding the named worker approach, co-production of care and support and preparing local authorities for assurance arrangements.

CASE STUDY**Adult Social Care Strategy – critical friend and improvement partner for South Tyneside Council****What we did:**

South Tyneside needed an improvement partner to support them in the process of implementing their new Adult Social Care Strategy – Living Better Lives. At the same time there were significant developments across the Council, the ICB/ICS and the broader local system with the Adult Social Care Service also having a range of improvement initiatives and projects underway.

The difference we made:

“SCIE have improved our understanding of co-production and we’ve been able to develop our own co-production framework for implementation with a much broader understanding of what co-production entails.”

“SCIE has helped us to think differently about how we work as an organisation and its been the embedding and transference of the skills into what we do that has the added value piece for us.”

“We are realigning our transformation programme and are thinking so differently; if we hadn’t worked with SCIE, we wouldn’t have got to that point in terms of that realignment and just how we think. Again, it’s the critical analysis and SCIE really helped us with this.”

Influenced better national policy and practice – SCIE

We set a priority to speak with an authoritative voice on how we improve people's experiences and outcomes of social care, providing sector leadership and a strong policy perspective.

“They bring us expertise of a wide range of partners, including people with lived experience. When I was talking to them it was like I was speaking to all the people they had spoken to.”

CASE STUDY

Reforming Adult Social Care (RASC) consultation – Department of Health Northern Ireland

What we did:

In 2022, Northern Ireland, Department of Health carried out the Reforming Adult Social Care (RASC) consultation. This asked the public to respond to a set of questions about the 2022 consultation document which set out 48 Proposed Actions across six different Strategic Priorities, covering the whole of adult social care. SCIE analysed all of the data from the consultation, which consisted of:

- 153 online survey questions.
- 62 email responses consisting of 720 pages.
- Notes from 17 online engagement sessions. The Department published its full response, including SCIE's analysis in June 2023.

The difference we made:

This work has helped to inform the next steps in the development of adult social care reforms.

Influenced better national policy and practice – Think Local Act Personal

TLAP continues to drive the personalisation of health, social care and support, working with a wide group of partners and have influence over national policy and the development of local care and support.

“An opportunity to think around corners, to hear the views of others and share, to be with people with the same drive to change things for the right reasons.”

(attendee at Archbishop Commission on Social Care Webinar TLAP hosted)

“Very real conversation between passionate experts who didn’t appear to be there simply in order to hear their own voices. Ensuring the audience were inspired.”

(attendee at Archbishop Commission on Social Care Webinar TLAP hosted)

CASE STUDY

Advancing Co-Production as a way to reach better decisions – Association of Directors of Adult Social Services (ADASS)

What we did:

Think Local Act Personal, together with the National Co-Production Advisory Group have been supporting ADASS with progress to embedding co-production in their organisation nationally. This work started with making events more inclusive but has moved on to exploring how ADASS can co-produce policy effectively.

The difference we made:

We held the first ever Co-production Zone at NCASC, hosting talks, interviews and conversations on co-production with guest speakers. To encourage inclusivity we distributed free passes to those that draw on care and support, which ensured that 10% of overall attendees at NCASC were people with lived experience.

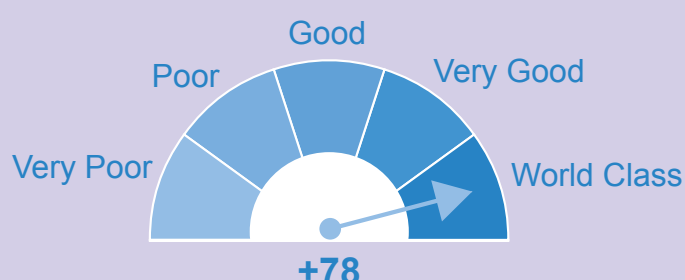
All sessions at the event were delivered in partnership between professionals and people who draw on care and support, including a plenary session on the work that TLAP and NCAG have been supporting at a regional level.

Other events include the hosting of a Co-production at ADASS webinar with ADASS, which highlighted emerging practice and impact.

TLAP Director, Ian McCreath and TLAP Chair Clenton Farquharson joined Rich Amos, Mel Williams and Phill Holmes for a panel discussion at Spring Conference.

Work is ongoing with ADASS on plans for developing national policy in co-production with people who draw on care and support, building on successful work in partnership with Turning Point on Social Justice.

Supported better safeguarding everywhere



SCIE received a world class net promoter score of 78 for the likelihood of promoting our safeguarding audits, reviews and foundation courses to peers.

SCIE is a leading authority on safeguarding across children's and adult services and is the go-to organisation for politically sensitive safeguarding issues such as Whorlton Hall or Tate Modern.

"I want to thank the Social Care Institute for Excellence team for this thorough, constructive and helpful report for @LambethPalace. We welcome the encouragement and the challenge from SCIE to continue our ongoing learning and improvement of safeguarding practices."

(Archbishop of Canterbury @JustinWelby)

CASE STUDY

Safeguarding Audit – Children's Hospices Across Scotland (CHAS)

What we did:

Following a board governance audit, CHAS really wanted to understand their strengths and areas for development in relation to child protection and safeguarding public protection.

The difference we made:

The quote from CHAS below shows the difference we made to the client:

"The audit worked well and the auditors were phenomenal shining a real light on safeguarding child protection. The audit highlighted the importance of prioritising children's voices and will help to put child protection and safeguarding at the centre, a golden thread, where it is everybody's responsibility and everybody absolutely understands that and their role in it. Our governance, around safeguarding will be much better and our documentation and recording, as well as our framework for information sharing. It has also given us the confidence and momentum to improve our protection policies and procedures."

Improved SCIE as an organisation

“it’s not just a job, it really matters to them (SCIE), they really care about getting it right.....I need to feel that any organisation I work with is coming from a clear value base”
(SCIE stakeholder)

CASE STUDY

Moved to being a digital organisation

What we did:

Following the Covid-19 pandemic and the necessity to switch to working remotely, SCIE decided to make this a permanent switch in 2022. We have worked hard to make this a positive experience for the team. Whilst it hasn’t been without its difficulties, in our 2022 staff engagement survey 75% of the team said they felt connected to their colleagues. We will continue to work hard on our values, which include inclusion, to make team members feel connected and part of the charity. Ongoing support and improvement are key for the future.

The difference we made:

This has enabled the charity to become more geographically dispersed which helps to attract a wider pool of talent.

Future priorities

We will continue to lead the way for improved social care through the priorities we have set for 2023/24.

We believe the sector has huge potential to continue to improve care and support based on evidence and best practice. Consequently, our focus will be on five strategic areas:

1. Drive improvements in social care locally to deliver better outcomes for people who need care and support. We will:

- Continue delivering improvement projects to approximately 20 clients a year. Our improvement offer will include a new focus on delivering long-term impact through a critical friend support approach.
- Continue delivering our highly popular strengths-based leadership courses every month.
- Develop new support offers in the areas of children's social care improvement and in relation to the CQC assurance regime.



“SCIE was an amazing glue....feel like I am part of a community now.”

2. Influence and support implementation of better policy to improve the lives of people accessing care and support. We will:

- Deliver the SCIE Commission on Care Equity.
- Develop a new Social Care Online minimum viable product app, which we will seek to scale up thereafter into a training and development service for the social care workforce.
- Deliver the SCIE DHSC core grant as per our agreed workplan.
- TLAP will deliver its DHSC grant as per their agreed workplan.



“Experts in bringing together theory and practice which lends further credibility to their expertise of the sector.”

3. Improve safeguarding processes to keep children and adults safe and support their social wellbeing. We will:

- Continue delivering our audits, reviews and training to our client groups.
- Develop, market and deliver a new improvement offer that takes evidence from audits and reviews and translates them into improvement support for greater impact.
- Develop a new framework and tools for delivering safeguarding audits to multi-academy trusts and/or choir schools.
- Showcase learning from our audits and reviews to increase system capability.



“Experts in understanding the sector and in bringing together voices from across the sector.”

4. Embed co-production and the voice of people with lived experience in the design and delivery of health and care services to better meet people's needs. We will:

- Deliver the co-production survey, co-production week and research evaluating the impact of co-production.
- Work across SCIE, TLAP and the SCIE Co-production Steering Group to co-produce a strategy, vision for co-production and co-production evaluation tool.
- TLAP will develop, create and launch an online co-production hub bringing together guides, toolkits, easy read and multimedia resources showcasing the role of co-production within Making it Real and personalised reforms across social care, health and within ICSs.



5. Organisational development and infrastructure. We will:

- Reduce the ratio of associate staff expenditure, only using associates when the team is at capacity or we require specialist skills or knowledge that we do not have in-house.
- Install and configure a new finance system, project management system and HR/leave systems on Salesforce.
- Launch our new website and decommission the old website.
- Develop a detailed business development implementation plan for 2023/24, and a mid-term plan for 2024/25.



Governance report

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102)
- make judgements and estimates that are reasonable and prudent
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

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

This confirmation is given and should be interpreted in accordance with the provisions of s.418 of the Companies Act 2006.

The Trustees are responsible for the maintenance and integrity of financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

SCIE's Board of Trustees

Up to 15 people are able to sit on SCIE's Board of Trustees. At the time of this report, the board had 10 members, including its Chair. In the event of the charity being wound up, members are required to contribute an amount not exceeding £1.

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

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

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

The Board of Trustees is supported by an Audit and Risk Committee and a People and Nominations Committee, which meets throughout the year.

The Audit and Risk Committee is established by the Board to make recommendations, provide oversight and assurance in respect of the Charity's financial integrity, transparency and effective risk management. The Committee oversees the accuracy and reliability of the Charity's financial reporting as well as evaluating the adequacy of internal controls. The Committee plays a pivotal role in maintaining accountability, good governance and the long-term sustainability of the Charity.

The Nominations and People Committee is established by the Board to make recommendations, provide oversight and assurance in respect to the Charity's arrangements for appointing and assessing the contribution of Trustees, including the Chair and Hon Treasurer. The Committee also provides the Board with assurance in respect of the Charity's people strategy and processes.

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

Trustee	Appointed / Resigned	Audit and Risk Committee	People and Nominations Committee
Rt Hon Paul Burstow (Chair)			
Clenton Farquharson			
Mark Atkinson	Resigned 19 January 2023		
Annie Hudson	Resigned 19 May 2022		
Osmund Stuart	Resigned 19 May 2022		
Jane Green	Resigned 03 August 2023		
John Grosvenor		Treasurer	
Margaret Lally (Vice Chair)		Member	
Rachel Armitage		Member	Member
Sean Holland			Member
Zoe Gould	Appointed 14 July 2022		
Zoe Hallam	Appointed 14 July 2022	Member	
Brett Terry	Appointed 14 July 2022		Chair
Georgia Chimbani	Appointed 18 July 2023		

Company secretary	Kathryn Smith
Chief Executive	Kathryn Smith
Registered and principal office	Social Care Institute for Excellence Isosceles Head Office One High Street Egham TW20 9HJ E: info@scie.org.uk W: www.scie.org.uk
Company Registration Number	04289790 (England and Wales)
Charity Registration Number	1092778
Auditor	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG
Banker	Barclays Bank plc Public Sector Team Level 27 1 Churchill Place London E14 5HP

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

The financial statements for the year to 31 March 2023 have been prepared in accordance with the accounting policies set out on pages 29 to 32 of the financial statements and comply with the charity's memorandum and articles of association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Structure

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

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

Key management personnel

The key management personnel are the Trustees together with the Chief Executive and the Strategic Leadership Team. Payments made to Trustees are set out above with all such payments being approved by the Board, those receiving such payments absents themselves from such approval.

All of SCIE's pay grades are externally evaluated by an external reward consultant. The consultant gathered relevant market data to design the associated pay levels. This involved extracting and gathering market data from a number of different sources in order to produce a rounded and robust outcome that smoothed out any anomalies which may exist in the source data. Data collected covers the Charity, Public, Institute, Academic and Research and Policy Sectors. In gathering pay data the consultant included organisations/data sources that are comparable with SCIE, in terms of size and location. After gathering data from these organisations and surveys, all of this was placed into a translator (which is merely a mechanism to extrapolate the salary figure from each organisation/data source at SCIE's job size level/grade). This produced an indicative salary figure for every possible job evaluation score and therefore allowed us to read-off the market salary data from the relevant data sources for each of SCIE's grades.

Equality, diversity and inclusion

Inclusion is one of our values that drives our organisational culture here at SCIE. We're committed to listen and act where required so people can be included without fear or prejudice regardless of race, age, gender, sexual orientation, faith and belief, or a disability.

Beginning with our Board we've made appointments to increase diversity and we will look to build on this when we recruit to Trustee roles next year. We have people with lived experience on our Board and supporting committees. We're also proud to include a person with lived experience on recruitment panels for Trustee and employee roles.

Co-production Network

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

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

Key risks

The Audit and Risk Committee regularly review the strategic risk register and have identified key risks and their mitigation. These include:

- Monitoring financial sustainability to ensure that our expenditure does not exceed our income. This risk is mitigated by careful budget management, planning and forecasting.
- Monitoring internal controls and procedures to ensure they are effective. This risk is mitigated by regularly reviewing and testing internal controls and by closely liaising with staff to obtain their feedback.
- Having a robust and effective cyber security strategy in place to protect our infrastructure, assets, staff and clients. This risk has been mitigated by the appointment of a virtual Chief Information Security Officer (vCISO) who works closely with the Director of Finance and Corporate Resources.
- Ensuring full compliance with our legal, financial and data protection responsibilities. This risk is mitigated by undertaking regular reviews, for example at the Audit and Risk Committee and Board meetings. SCIE have also appointed an external data protection advisor, who will undertake an annual audit to review SCIE's ongoing compliance with data protection.

Financial overview

2022/23 represents a successful year for SCIE, on the back of recording our first operational surplus for the 2021/22 financial year, after a number of operationally deficit financial years.

SCIE is pleased to report an operating surplus of £302,505 for the 2022/23 financial year and SCIE staff should be congratulated on this achievement as we look to build on this surplus moving forward.

Although SCIE's income for the 2022/23 financial year decreased by 6% in comparison to the 2021/22 financial year, expenditure also decreased by 3% over the same financial period. SCIE has its cost base firmly under control and we continue to seek to reduce and minimise expenditure where possible, regularly reviewing our strategies to maximise our income potential.

SCIE regularly reviews operations, to ensure that value for money in relation to goods and core services are being provided and received. SCIE's procurement policies and processes have been strengthened to ensure that quotes for goods and services received are both competitive and represent value for money.

SCIE's defined benefit pension fund

Please refer to note 15 in the accounts.

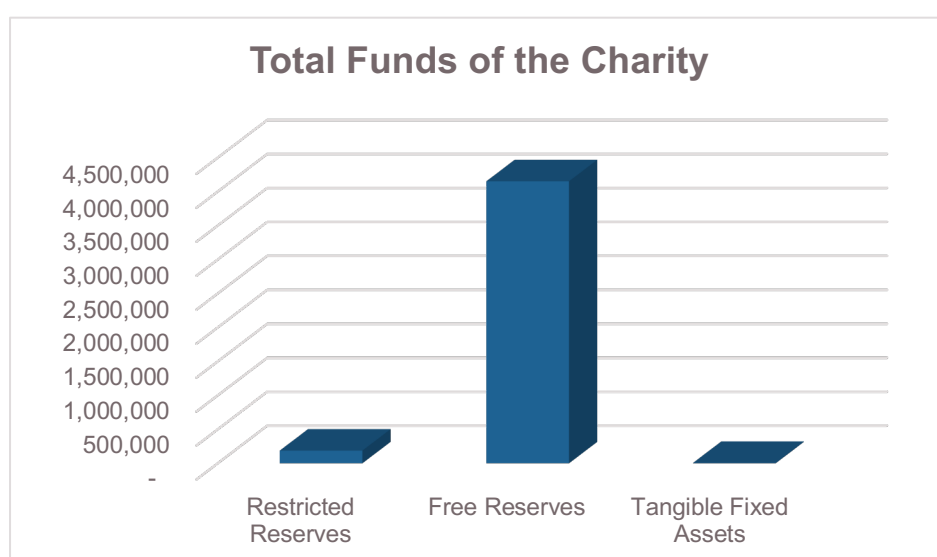
Up until 7 December 2021, SCIE participated in a local government pension scheme (The Fund), administered by Essex County Council. The Fund was a defined benefits scheme providing benefits based on final pensionable pay. The contributions to the Fund up until 7 December 2021 were determined on the basis of triennial valuations by a qualified actuary.

On 7 December 2021 (the Exit Date), the charity became an Exiting Employer of the Fund, as a result of it no longer having an active member contributing towards the Fund. Essex County Council obtained an actuarial valuation as at the Exit Date to determine the amount due by the charity as at the Exit Date, under the Regulations (the Exit Payment). SCIE entered into a deferred debt agreement (DDA) with Essex Pension Fund as at the Exit Date. The DDA agreement ends if Essex Pension Fund assesses that SCIE has paid sufficient contributions to cover the required exit payment that would have been due if SCIE had become an exiting employer on that date the assessment is made.

A triennial valuation of the Fund was undertaken with effect from 31 March 2023, to determine whether the DDA should cease with effect from 31 March 2023. The Fund's actuaries determined that due to investment returns, SCIE's fund was in surplus by £1.2 million, meaning that SCIE's DDA ceased with effect from 31 March 2023. On 6 June 2023, SCIE received a refund of the pension surplus of £1.2 million ceasing our involvement with the local government pension fund.

SCIE remains a member of the SEI Master Trust Pension on a defined contribution benefit basis.

Figure 1: Total funds



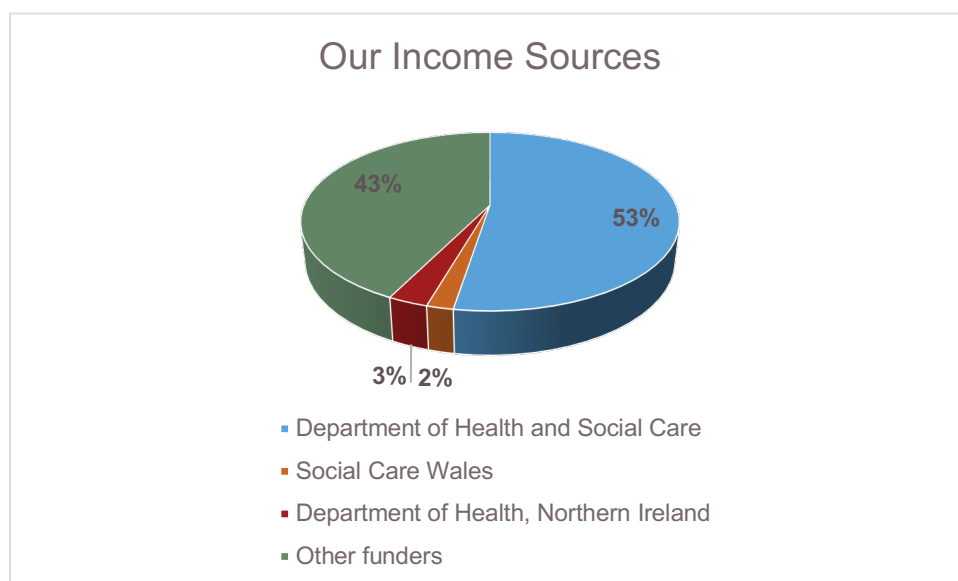
The balance sheet shows total funds to be in credit by £4,346,240 at 31 March 2023 (2022 – deficit of £384,841). At this date, restricted funds amounted to a surplus of £187,276 (2022 – £248,264 surplus). These monies have either been restricted for use on specific projects or they comprise donations subject to donor-imposed conditions. Full details of these restricted

funds can be found in note 12 to the financial statements together with an analysis of movements in the year. £6,493 (2022 – £6,210) of the total funds is represented by tangible fixed assets held in unrestricted funds.

SCIE's remaining general funds (being unrestricted funds excluding tangible fixed assets are 'free reserves' and total £4,152,471 at 31 March 2023 (2022 – £2,929,261).

SCIE received its income from two principal sources – grants and fees and commissioning income. It spent its money on charitable activities delivering projects and meeting contracts and agreements. SCIE was also in receipt of £11,600 for "income in kind", to support SCIE with marketing, impact and evaluation work and for the provision of meeting room space.

Figure 2: Income



Policies

Reserves policy

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

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

In the current climate, SCIE is determined to keep a level of reserves commensurate with balancing the need to release funds for new streams of income generation with the need to retain sufficient funds for liabilities and strategic investments; and, in addition, having funds to support three to six months of operating costs in the unlikely event of a closure. This would require reserves of £1 million to £2 million. The Trustees believe the minimum level of free reserves at this time, should be £2 million.

The level of free reserves was £4,152,471 at 31 March 2023. The Trustees believe that this level of free reserves is adequate but not excessive and that it is consistent with the reserves policy above. The current free reserves provide a solid foundation to support SCIE's transformation by enabling investment in the development of its commercial offer, diversification of sources of income, and in meeting its future liabilities.

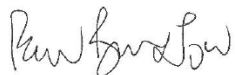
Investment policy

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

The charity's assets

Acquisitions and disposals of fixed assets during the year are recorded in the notes to the financial statements (see note 8).

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

Trustee: Paul Burstow 

Approved by the Trustees on: 21st November 2023

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

Opinion

We have audited the financial statements of Social Care Institute for Excellence for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 12, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, income tax, payroll tax and sales tax legislation.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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



Kathryn Burton (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory
Auditor Date: 14th December 2023

10 Queen Street Place
London
EC4R 1AG

Statement of financial activities: Year to 31 March 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	Unrestricted funds £	Restricted funds £	2022 Total funds £
Income from:							
Donations and Legacies		—	11,600	11,600	—	—	—
Short-term bank deposits							
Interest receivable		49,449	—	49,449	861	—	861
Charitable activities							
Contracts, grants, service level agreements and fees receivable		2,022,401	2,400,684	4,423,085	2,132,456	2,653,154	4,785,610
Total income		2,071,850	2,412,284	4,484,134	2,133,317	2,653,154	4,786,471
Expenditure on:							
Charitable activities							
Provision and dissemination of knowledge and good practice in social care		1,708,357	2,473,272	4,181,629	1,642,670	2,666,667	4,309,337
Total expenditure		1,708,357	2,473,272	4,181,629	1,642,670	2,666,667	4,309,337
Net income (expenditure) for the year before exceptional pension items		363,493	(60,988)	302,505	490,647	(13,153)	477,134
Exceptional Pension items	15	4,428,576	—	4,428,576	(3,568,576)	—	(3,568,576)
Net income (expenditure) for the year		4,792,069	(60,988)	4,731,081	(3,077,929)	(13,153)	(3,091,442)
Fund Transfers		—	—	—	(58,177)	58,177	—
Actuarial gains (losses) in respect to defined benefit pension scheme	15	—	—	—	3,858,000	—	3,858,000
Net movement in funds		4,792,069	(60,988)	4,731,081	721,894	44,664	766,558
Reconciliation of funds:							
Fund balances brought forward at 1 April 2022		(633,105)	248,264	(384,841)	(1,354,999)	203,600	(1,151,399)
Fund balances carried forward at 31 March 2023		4,158,964	187,276	4,346,240	(633,105)	248,264	(384,841)

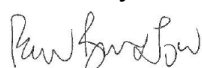
All of the Charity's activities derived from continuing operations during the above two financial periods. There are no other recognised gains and losses. The notes to the accounts also form part of the financial statements.

Balance sheet: As at 31 March 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	8		6,493		6,210
Current assets					
Debtors	9	1,873,252		1,431,404	
Cash at bank and in hand		3,269,074		2,761,254	
		<u>5,142,326</u>		<u>4,192,658</u>	
Creditors: amounts falling due within one year	10	<u>(744,246)</u>		<u>(1,015,133)</u>	
Net current assets			<u>4,398,080</u>		<u>3,177,525</u>
Total net assets excluding pension liability					
FRS 102 Pension liability	15		(58,333)		<u>(3,568,576)</u>
Total net assets including pension liability			<u>4,346,240</u>		<u>(384,841)</u>
The funds of the charity					
Restricted funds	12		187,276		248,264
Unrestricted funds					
.. General fund					
.. Free reserves	13		<u>4,152,471</u>		<u>2,929,261</u>
Pension reserve					<u>(3,568,576)</u>
					(639,315)
.. Tangible fixed assets fund	13		6,493		6,210
			<u>4,346,240</u>		<u>(384,841)</u>

Financial statements and notes to the accounts approved by the Trustees of Social Care Institute for Excellence and signed on their behalf by:

Trustee: Paul Burstow



Approved on: 21st November 2023

Trustee: John Grosvenor



Approved on: 21st November 2023

Company Registration No.04289790 (England and Wales)
Charity Registration No.1092778

Statement of cash flows: Year to 31 March 2023

	Notes	2023 £	2022 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	467,685	(68,076)
Cash flows from investing activities:			
Interest received		49,449	861
Disposal of tangible fixed assets		0	8,994
Purchase of tangible fixed assets		(9,314)	-----
Net cash provided by investing activities		40,135	9,855
Change in cash and cash equivalents in the year		507,820	(58,221)
Cash and cash equivalents at 1 April 2022	B	2,761,254	2,819,475
Cash and cash equivalents at 31 March 2023	B	3,269,074	2,761,254

Notes to the statement of cash flows for the year to 31 March 2023

A Reconciliation of net expenditure for the year to net cash provided by operating activities

	2023 £	2022 £
Net income for the year (as per the statement of financial activities)	1,162,505	477,134
Adjustments for:		
Depreciation charge	9,031	110,839
FRS 102 pension charge	58,333	228,000
Interest receivable	(49,449)	(861)
(Increase) decrease in debtors	(441,848)	(698,462)
(Decrease) increase in creditors	(270,887)	(184,726)
Net cash provided by operating activities	467,685	(68,076)

B Analysis of cash and cash equivalents

	2023 £	2022 £
Cash at bank and in hand	3,269,074	2,761,254

Social Care Institute for Excellence does not have any borrowings or lease obligations. Net debt consists therefore of the cash at bank and in hand.

Principal accounting policies: Year to 31 March 2023

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

Basis of preparation

These financial statements have been prepared for the year to 31 March 2023 with comparative information provided in respect to the year to 31 March 2022.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) second edition, issued on 01 January 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

Critical accounting estimates and areas of judgement

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

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

- Estimating the useful economic life of tangible fixed assets for the purposes of calculating the depreciation charge.
- Assessing the appropriateness of the underlying assumptions made by the actuary in the valuation of the defined benefit pension scheme (up until 7 December 2021, the date of exit, see note 15 for further information).
- Estimating the amount of income to be accrued in respect of contractual work completed; and
- Estimating the amount to defer in relation to contractual and grant income received during the year.

Assessment of going concern

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

The budget planning exercise for the 2023/24 financial year was a continuation of the focus on our Strategic Priority Areas and their associated sub-streams of work. The Finance Team have continued to work closely with each Strategic Priority Area lead to build an accurate and realistic 2023/24 budget which was recommended for approval by SCIE's Audit and Risk Committee, before being ratified by the Board of Trustees. The 2023/24 budget forecasts an operating surplus.

Planning beyond the 2023/24 financial year, the Charity continues to have a healthy cash balance, resulting in SCIE being able to meet its financial obligations. Whilst there will be challenges ahead, the Trustees do not expect concerns to arise over the Charity's financial position. As a result, the Trustees believe it is appropriate for the financial statements to be prepared on a going concern basis, which are free from material uncertainties.

Income recognition

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

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

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

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

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

Expenditure recognition

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

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs.

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

All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs

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

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

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

Tangible fixed assets

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

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

- computer and IT equipment (including software) – 33.3% per annum based on cost
- office furniture and fittings – 25% to 33.3% per annum based on cost
- leasehold improvements – over the remaining period of the lease.

Debtors

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

Cash at bank and in hand

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

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the Charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund structure

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

The general fund represents those monies which are available for application towards achieving any charitable purpose that falls within the Charity's objects. It is represented by free reserves.

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

Leased assets

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

Pension costs

Up to 7 December 2021, the Charity contributed to a defined benefits pension scheme providing benefits based on final pensionable salary. The assets of the scheme are held and managed separately from those of the Charity. Please see note 15.

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

Notes to the financial statements: Year to 31 March 2023

1. Donations and legacies, contracts, grants, service level agreements and fees receivable

	Unrestricted funds £	Restricted funds £	2023 Total funds £	Unrestricted funds £	Restricted funds £	2022 Total funds £
Department of Health and Social Care project grants	—	2,357,557	2,357,557	—	2,477,525	2,477,525
Social Care Wales	86,910	—	86,910	182,946	—	182,946
Department of Health, Northern Ireland	129,740	—	129,740	111,347	—	111,347
Fees and commissioning	1,426,477	—	1,426,477	1,597,205	—	1,597,205
Donations and legacies	—	11,600	11,600	—	—	—
National Community Fund (Formerly Big Lottery)	—	—	—	—	140,334	140,334
Other funders	428,723	43,127	471,850	241,819	35,285	277,104
	2,071,850	2,412,284	4,484,134	2,133,317	2,653,154	4,786,471

The above donations and legacies, contracts, grants, service level agreements and fees receivable relate to the sole charitable activity of Business, Development & Delivery (BDD).

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

	Unrestricted funds £	Restricted funds £	2023 Total funds £	Unrestricted funds £	Restricted funds £	2022 Total funds £
Business, Development & Delivery (BDD)						
Staff costs	274,430	1,270,996	1,545,426	81,395	1,498,154	1,579,549
Office and premises costs	(2,449)	4,173	1,724	-	-	-
Donations and legacies	-	11,600	11,600	-	-	-
Commissioning costs	674,530	615,663	1,290,193	750,142	379,764	1,129,906
Electronic access and publication costs	58,749	13,437	72,186	6,909	18,104	25,013
Publicity and dissemination	-	-	-	-	-	-
Support costs (note 3)	703,097	557,403	1,260,500	804,224	770,645	1,574,869
	1,708,357	2,473,272	4,181,629	1,642,670	2,666,667	4,309,337

The £1,724 “office and premises costs” relate to specific projects and did not form part of the wider support cost allocations as detailed in note 3.

3. Support costs

	2023	2022
	Total	Total
	funds	funds
	£	£
Staff costs	761,699	799,222
Premises costs	(32,664)	223,061
Office costs	17,599	29,195
Governance costs (Excluding staff costs)	27,763	22,630
Other costs	486,103	500,761
Total	1,260,500	1,574,869

Support costs show the breakdown of “publicity and dissemination support costs”, as per note 2, which cover specific support costs that were allocated across SCIE’s projects.

4. Net income (expenditure) for the year

This is stated after charging:

	2023 Total	2022 Total
	funds	funds
	£	£
Staff costs (note 5)	3,484,427	3,144,729
Auditor’s remuneration		
. Statutory audit services		
.. Current year	25,996	22,000
.. Previous year	5,762	630
Depreciation	9,031	110,839
Operating lease rentals	14,957	195,223

5. Employees and staff costs

Staff costs during the year were as follows:

	2023 £	2022 £
Wages and salaries	1,822,145	1,509,142
Social security costs	204,566	176,323
Other pension costs	88,265	184,327
FRS 102 pension charge	-	150,000
	2,114,976	2,019,792
Payments to agency staff and consultants	1,259,435	1,023,428
Other staff related costs	110,016	101,508
	3,484,427	3,144,729

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

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

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

	2023 No.	2022 No.
Charitable activities		
Business, Development & Delivery (BDD)	40	33
Governance	1	2
	41	35

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

	2023 No.	2022 No.
£60,001 — £70,000	3	2
£70,001 — £80,000	4	1
£100,001 — £110,000	0	1
£110,001 — £120,000	0	0
£140,001 — £150,000	1	1

Contributions were made to a defined contribution pension scheme in respect of employees.

The key management personnel of the Charity in charge of directing and controlling, running and operating the Charity on a day-to-day basis comprised the Chief Executive and the Strategic Leadership Team. The total remuneration (including taxable benefits and employer's pension contributions) of the key management personnel for the year was £221,784 (2022 – £293,367).

6. Payments in relation to Trustees

In accordance with the Charity's memorandum and articles of association, the Chair of the Trustees was paid £27,311 (2022 — £24,375) during the year for services undertaken in the administration of the Charity. Two other Trustees were paid a total of £4,222 (2022 — £4,800) on the same basis. The payment for such services has been authorised by the Charity Commission and is in line with the 2016 Charities Act.

Out-of-pocket travelling and subsistence expenses of £1,748 were incurred during the year (2022 — £0).

The Charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the Charity during the year totalled £16,796 (2022 — £11,353) and provides cover of up to a maximum of £5 million (2022 — £2 million).

Except as noted above, the Charity did not enter into any other transactions with related parties in the current or prior years.

7. Taxation

The company is a Charity under the Finance Act 2010 (schedule 6, paragraph 1) definition. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by the Corporation Tax Act 2010 (part 11, chapter 3) or the Taxation of Chargeable Gains Act 1992 (section 256), to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period (2022 – none).

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

8. Tangible fixed assets

	Unrestricted funds		Restricted funds	
	Computer and IT equipment	Software	Computer and IT equipment	Total
	£	£	£	£
Cost				
At 1 April 2022	43,737	87,292	-	131,029
Additions	9,314	-	-	9,314
Disposals	(43,745)	-	-	(43,745)
At 31 March 2023	9,306	87,292	-	96,598
Depreciation				
At 1 April 2022	43,425	81,394	-	124,819
Charge for year	3,133	5,898	-	9,031
Disposals	(43,745)	-	-	(43,745)
At 31 March 2023	2,813	87,292	-	90,105
Net book values				
At 31 March 2023	6,493	-	-	6,493
At 31 March 2022	312	5,898	-	6,210

9. Debtors

	2023 £	2022 £
Prepayments and accrued income	107,035	349,961
Rent deposit	-	4,316
Other Debtors	1,210,000	
Fees and other income receivable	556,217	1,077,127
	1,873,252	1,431,404

10. Creditors: amounts falling due within one year

	2023 £	2022 £
Expense creditors	210,950	73,559
Taxation and social security	179,208	195,096
Pension	15,297	29,789
Accruals	210,164	370,921
Deferred income (note 11)	128,627	345,768
	744,246	1,015,133

11. Deferred income

	2023 £	2022 £
Balance at 1 April 2022	345,768	311,255
Income received in advance	128,627	345,768
Released to statement of financial activities	(345,768)	(311,255)
Balance at 31 March 2023 (note 10)	128,627	345,768

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

12. Restricted funds

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

	At 01-Apr 2022 £	Income £	Direct costs £	Expenditure Support costs £	Fund Transfers £	At 31-Mar 2023 £
DHSC commissions						
Core	-	1,623,000	(1,244,062)	(378,938)	-	-
Liberty Protection Standards (LPS)	65,828	-	4,269	-	-	70,097
Donations and Legacies	-	11,600	(11,600)	-	-	-
Oak Foundation	10,296	26,557	(30,646)	(3,206)	-	3,001
LRS programme	4,691	-	(465)	-	-	4,226
Innovation Network	12,322	-	-	-	-	12,322
Think Local Act Personal (TLAP)	187,929	708,000	(557,983)	(163,364)	-	174,582
National Fundraising Supporting Each Other Equals Power	(32,802)	43,127	(75,382)	(11,895)	-	(76,952)
	248,264	2,412,284	(1,915,869)	(557,403)	-	187,276

	At 01-Apr 2021 £	Income £	Direct costs £	Expenditure Support costs £	Fund Transfers £	At 31-Mar 2022 £
DHSC commissions						
Core	—	1,547,000	(965,134)	(581,866)	—	—
Liberty Protection Standards (LPS)	—	190,775	(53,192)	(71,755)	—	65,828
Other	(7,925)	—	—	—	7,925	—
Oak Foundation	(86)	31,750	(9,426)	(11,942)	—	10,296
LRS programme	2,967	45,700	(26,787)	(17,189)	—	4,691
Innovation Network	12,322	—	—	—	—	12,322
Think Local Act Personal (TLAP)	196,322	708,000	(485,772)	(230,621)	—	187,929
National Fundraising	—	35,285	(54,754)	(13,333)	—	(32,802)
Supporting Each Other Equals Power	—	94,644	(109,298)	(35,598)	50,252	—
	203,600	2,653,154	(1,704,363)	(962,304)	58,177	248,264

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

DHSC commission

The Department of Health and Social Care (DHSC) provided funding to SCIE to benefit from our unique position as a trusted, people-focused, independent improvement agency, to deliver business needs and facilitate sector improvement, increasing awareness, knowledge, skills and experience of the workforce. This included:

- Provision of sector leadership in conjunction with the Department, providing social care expertise and insight to the Department and bringing together national social care leads to co-ordinate responses to social care issues and policy, and wider sector leadership.
- Development of high-quality content and guidance for the sector, including producing new guidance on what co-production is and how to do it, and summarising evidence on emergent issues such as sexual incidents in care settings.
- Maintenance and review of key content that the sector is dependent on, including Safeguarding Adults, the Care Act, Mental Capacity and Co-production.
- Reinvigorating and mobilising a key network to support, engage and drive up the quality of Safeguarding Adults Reviews through the development of Quality Markers.
- Preparation and support for the sector in relation to new policy initiatives such as the Liberty Protection Safeguards (LPS) including understanding their level of preparedness and priorities, building awareness around the planned activities, and developing a package of support ahead of the 2023 introduction of LPS.

Oak Foundation

The Oak Foundation has provided funds for SCIE to review the safeguarding policies and procedures of grant applicants and offer support where needed. This support includes policy development, organisation specific training, as well as more generic safeguarding training sessions that are open to all grantees.

Safeguarding training (LRS Programme)

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

Think Local Act Personal (TLAP)

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

National fundraising

This project is an initiative to address the inequalities that caused people with learning disabilities to be six times more likely to die from COVID-19 and it is due to be completed by March 2024. This project fits within our strategic aim of influencing better policy and practice nationally and enables us to utilise our three core functions of building a knowledge base about what works in social care, translating that into resources and then disseminating it across the sector.

13. Analysis of movement on funds

The below tables show the movement in the restricted and free reserves of the organisation for both the current and prior year. Asset movements refer to the adjustments that have been made to the tangible fixed-asset fund to reflect the amount of committed depreciation outstanding at the end of the financial year. The pension movements refer to adjustments that arose due to actuarial gains/losses following the yearly actuarial review.

	Restricted funds £	Free reserves £	Tangible fixed assets fund £	Pension Reserve £	Total 2023 £
Fund balances at 1 April 2022	248,264	2,929,261	6,210	(3,568,576)	(384,841)
Movements:					
(Deficit) / Surplus for the year	(60,988)	1,223,493	—	—	1,162,505
Actuarial estimate of future pension contributions	—	—	—	3,568,576	3,568,576
FRS 102 pension liability movement	—	—	—	—	—
Asset movement	—	(283)	283	—	—
Transfer General to Restricted	—	—	—	—	—
Fund balances at 31 March 2023	187,276	4,152,471	6,493	—	4,346,240

	Restricted funds £	Free reserves £	Tangible fixed assets fund £	Pension Reserve £	Total 2022 £
Fund balances at 1 April 2021	203,600	2,148,958	126,043	(3,630,000)	(1,151,399)
Movements:					
(Deficit) / Surplus for the year	(13,513)	490,647	—	—	477,134
Actuarial estimate of future pension contributions	—	—	—	(3,568,576)	(3,568,576)
FRS 102 pension liability movement	—	228,000	—	3,630,000	3,858,000
Asset movement	—	119,833	(119,833)	—	—
Transfer General to Restricted	58,177	(58,177)	—	—	—
Fund balances at 31 March 2022	248,264	2,929,261	6,210	(3,568,576)	(384,841)

14. Leasing commitments

Operating leases

At 31 March 2023, the Charity had total commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2023 £	2022 £
Operating lease payments which fall due:		
Within one year	-	9,587
	-	9,587

SCIE vacated its rented officed premises on 31 July 2022.

15. Pension commitments

(a) Local Government Pension Scheme

Up until 7 December 2021, the Charity participated in the Essex Pension Fund (the Fund) administered by Essex County Council. The Fund was a defined benefits scheme providing benefits based on final pensionable pay. The assets of the Fund are held separately from those of the Charity, being invested by the Fund directly. The contributions to the Fund up until 7 December 2021 (the Primary Rate Contributions) have been determined on the basis of triennial valuations by a qualified actuary using the projected unit method.

The valuation used to determine the contribution rates paid by the Charity for the period from 1 April 2021 to 7 December 2021 was the triennial valuation at 31 March 2019. This showed that at that date the market value of the scheme's assets was £6,711 million and that the actuarial value of those assets represented 97% of the benefits that had accrued to members, after allowing for expected future increases in earnings. The principal assumptions made were that the investment returns would be 5.1% per annum, the discount rate would be 4.5% per annum and that salary increases would average 3.6% per annum after 31 March 2020. For the three years to 31 March 2021, the assumed salary increases would be in line with the Consumer Price Index assumption, currently 2.4% per annum. No allowance was made for possible discretionary increases in pensions beyond those prescribed in the scheme rules.

Given the Charity has exited the pension scheme from 7 December 2021 and entered into a deferred debt arrangement (see below), the full liability as at that date of £3,858,000 has been reversed and has been reflected within other recognised gains and losses on the statement of financial activities for the year to 31 March 2022. The liability has subsequently been replaced by the estimated liability for future contributions under the terms of the Charity's deferred debt arrangement as per note (b) below.

(b) Pension Fund Cessation as at 31 March 2023

Up until 7 December 2021, SCIE participated in a local government pension scheme (The Fund), administered by Essex County Council. On 7 December 2021 (the Exit Date), the Charity became an Exiting Employer of the Fund as a result of it no longer having an active member contributing towards the Fund. Essex County Council obtained an actuarial valuation as at the Exit Date of the liabilities of the Fund in respect to benefits of the Charity's current and/or former employees and a revised rates and adjustments schedule showing the amount due by the charity as at the Exit Date under the Regulations (the Exit Payment).

On 7 December 2021 also, the Charity became a Deferred Employer in the Fund as defined by the Local Government Pension Scheme Regulations 2013 (SI 2013/2356) (the Regulations). Under the Deferred Debt Agreement (the Agreement) dated 30 December 2021, the Charity and Essex County Council agreed to allow the Charity to defer its obligation to make the Exit Payment and to continue to make contributions at a Secondary Rate of Contributions on the terms set out in the Agreement and for an agreed period of time (the Repayment Period). The Repayment Period will cease on 7 December 2033 or on a date agreed as part of an Extension Notice (see below) (the Expiry Date).

Under the Agreement, Essex County Council shall, using the valuation of the Fund at the Exit Date, instruct the Fund's actuary to determine the Secondary Rate of Contributions by valuing the Fund's liabilities and certifying the Contributions on a Projected Cessation Basis for the Repayment Period. At each subsequent triennial valuation of the Fund for Regulation 62 of the Regulations, the Fund's actuary will calculate a new deficit or surplus of the Fund using an updated Projected Cessation Basis (reflecting updated date, current financials and any changes to the Fund's demographic assumptions) and determine a revised Secondary Rate of Contributions payable by the Charity. The revised Secondary Rate of Contributions may increase or decrease as a result of the actuarial valuations. The calculation of the Contributions by the Fund's actuary will be, in part, determined by a discount rate which will be split into two parts:

- within the Repayment Period, the discount rate will be determined by the Ongoing Valuation Basis;
- from the proposed Expiry Date, the discount rate will be determined by the Full Cessation Basis.

If, at a valuation, the current Contributions and the Repayment Period are insufficient (or more than sufficient) to achieve full funding of the Exit Payment calculated on the Full Cessation Basis by the Expiry Date, Essex County Council shall have the discretion to consider a revised Expiry Date which will be set out in an Extension Notice.

Essex County Council has agreed that from the Exit Date and for the period of the Repayment Period, the assets attributable to the Charity shall remain invested under an investment strategy in the same way and in accordance with the principles applicable to Fund employers with active members.

On the termination of the Agreement, the Charity shall become an Exiting Employer for the purpose of Regulation 64(1) of the Regulations and may be liable to an exit payment or entitled to receive an exit credit (as appropriate). This will be determined by the Fund's actuary preparing a valuation as at the date on which the Agreement terminates of the liabilities of the Fund in respect to benefits in respect to the charity's current and/or former employees. This valuation will result in a revised rates and adjustments certificate showing the exit payment due from the charity or the excess of assets in the Fund relating to the Charity over the liabilities and therefore resulting in a repayment to the Charity.

At 31 March 2022, the Fund's actuaries determined that the Secondary Contribution payable by the Charity for the year to 31 March 2023 will be £350,000. This has been calculated on the basis described above. Under the Agreement, no Primary Contributions are due to be paid from 7 December 2021.

A triennial valuation of the Fund was undertaken with effect from 31 March 2023, to determine whether the DDA should cease with effect from 31 March 2023. The Fund's actuaries determined that due to investment returns, SCIE's fund was in surplus by £1.2 million, meaning that SCIE's DDA ceased with effect from 31 March 2023. On 6 June 2023, SCIE receive a refund of the pension surplus of £1.2 million, ceasing our involvement with the local government pension fund. The Exceptional Pension item of £4,428,576 on the statement of financial activities is made up of the £1.2 million pension refund, a reversal of the £3,568,576 pension liability, minus the £350k deferred debt agreement payments made throughout the financial year.

The (£58,333) figure recognised within the balance sheet relates to the monthly deferred debt agreement contributions paid in April and May 2023, with the payment periods corresponding to February and March 2023 respectively.

This refund of the pension fund surplus has been reflected within other gains and losses on the statement of financial activities.

16. Members' liability

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



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Leading the Way for Improved Social Care

Annual report and financial statements 2021/22

31 March 2022

Company Limited by Guarantee

Registration Number 04289790 (England and Wales), Charity Registration Number 1092778

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Chief Executive's report

2021/22 was a pivotal year for social care and a pivotal year for SCIE. In the arena of adult social care, the long-awaited Adult Social Care white paper – People at the heart of care – was published, setting out a 10-year vision for adult social care. SCIE and Think Local Act Personal (TLAP) were pleased to be closely involved in shaping this paper, being involved in several advisory groups that discussed key parts of the paper. TLAP were also critically involved in helping the Department for Health and Social Care engage with people who draw on care as part of the process, with the paper stating:

“We are particularly grateful to Think Local Act Personal for facilitating direct engagement with people with lived experience of care and support, whose views are so important in getting reform right.”

We were pleased that many of the recommendations we made in the report of ‘[Commission on the Role of Housing in the Future of Care and Support](#)’, a year-long review on the future of housing with care led by SCIE, were reflected in the White Paper, including the commitment to set up local strategic housing with care partnerships. We are also pleased to see the commitment to making sure that the Care Quality Commission’s planned single assessment framework for local authorities, Integrated Care Systems and providers adopts the ‘I’ statements in TLAPs ‘[Making it Real](#)’ framework.

In addition, the publication of a new White Paper on integrated health and care – ‘[Health and Care Integration: joining up care for people, places and populations](#)’ – which sets out measures for making integrated health and social care a universal reality, an area which SCIE has contributed significantly towards in recent years. This year was no exception, as SCIE was part of the consortium which was selected by NHS England and Improvement to deliver support to every Integrated Care System, to help them establish place-based partnerships to drive integrated care, placing us at the heart of new thinking and best practice on integrated care. We were also pleased to be involved in assisting the Scottish Government to develop its blueprint for a new single National Care Service.

Whilst these new policy commitments – and some improvement to the funding settlement for social care – are important, the challenges facing social care continue to be enormous. This year, for instance, we started a new research commission, funded by The National Lottery Community Fund and others, into the impact of COVID-19 on adults with learning disabilities, and are hearing first-hand already just how difficult it has been for many. We will report on our findings later this year. TLAP, through its work on the experiences of black and minority communities of personalised care, and a series of reports on direct payments, identified significant barriers to access to excellent tailored care and support, whilst also identifying some good practice. This year, through our extensive research and co-production activities, we will continue to ensure that the voice of people who draw on care and support is heard at national and local levels, and successfully influences policy and practice.

In the arena of children’s social care, the Independent Review of Children’s Social Care was established to explore the future of children’s social care and is making steady progress, with the publication of a case for change in July. We were pleased to see this report call for the

expansion of the Staying Close pilots as an alternative for children in residential care, SCIE are supporting the roll out of these pilots with the Department for Education, working with the innovative Break Charity. Equally, we were pleased to see the strong emphasis on early help as a key to supporting better outcomes for children and families, and in this area SCIE has been involved in influential work in Northern Ireland looking at the efficacy of early help family hubs.

Creating safer organisations and communities is also a key objective of SCIE, and last year we were involved in a number of high-profile safeguarding reviews with significant implications for how safer services are developed in the future. These included conducting the reviews of the Whorlton Hall abuse scandal and the Tate Modern attack. We also contributed to the National Review of the murders of Arthur Labinjo-Hughes and Star Hobson.

SCIE has faced many challenges to our finances over the last few years, I know that the two years I have now been at SCIE have been at times particularly difficult for staff as we have undertaken a range of measures to turn our financial performance around. I am incredibly proud and grateful to all the team in that our efforts have been fruitful, as this year we are really pleased to record a surplus for the first time in a long time. We have also successfully delivered a range of organisational improvements – such as to our IT and finance systems. Coupled with our work to help us clarify and measure the difference we make, and the changes we will make to our website to better meet the needs of the sector, we are now far better placed to overcome potential challenges in the future to ensure we can continue to improve social care. Looking ahead, I see an exciting year for SCIE. Setting out policy direction is important, and we welcome the intent contained in the White Papers, but the hardest part, as always, is implementing changes on the ground. This year we will continue to work with national organisations and local commissioners, partners, providers and people who draw on support: we will aim to implement what works, providing evidence, consultancy support and development to help organisations and individuals to help them in turn build healthier, safer, more connected and better supported people and places.

Thank you for your continued interest and support in SCIE. I would also like to take this opportunity to thank our staff team who have showed such incredible commitment and diligence over the last year, in what continues to be a challenging time for organisations working in social care.

Kathryn Smith, Chief Executive, SCIE

Chair's report

Like other essential public services social care plays a critical role in our society, however it often does it out of sight. When social care is well led and delivered in person-centred ways, it can greatly enhance the lives of those who draw on it. It is part of the fabric of strong and cohesive communities.

This year, the Government set out its plans for the future of adult social care and the integration of health and social care – all of which promised the creation of better resourced, more joined-up, preventative and person-centred care and support. The Government have said that they want care and support that “offers people choice and control over the care they receive and promotes independence and enables people to live well as part of a community.”

These are important statements of intent, but they will take investment and sustained effort to be delivered. As a leading national improvement agency and charity, SCIE plays an important role in helping organisations and local people to turn aspirations into lived experience. We do this through high-quality research, by influencing national policy, by supporting the workforce to develop their skills and capabilities, and through providing improvement support to organisations that support people to access care and support. All of our work is co-produced with people who draw on health, care and support – improving the quality of decision-making about how care is planned, commissioned and delivered.

SCIE has been posting losses for a number of years. Over the last two years the Board has supported our Chief Executive to turn the charity around. This has meant some tough choices including staff redundancies, a permanent shift to home working, tighter financial control, as well as increased income from our services. As a result we are posting a surplus in these accounts.

There remains more to do to secure the charity's future and fulfil our purpose. Now more than ever our sector needs a charity that makes the case for, and demonstrates, the difference that great social care can make in people's lives. Driven by the evidence and by the voice of lived experience SCIE has a unique role to play.

Although we continue to operate in very challenging times for the sector, SCIE has achieved many good things this year. Key highlights for me included:

- Managing the Commission on the Role of Housing in the Future of Care and Support, which I co-Chaired with my colleagues Sir David Pearson and Professor Julianne Meyer, which produced a roadmap on the future of housing and has directly influenced the content of the Adult Social Care White Paper.
- Delivering through the Think Local Act Personal Programme, key contributions to the Adult Social Care White and Integration White Papers, which give prominence to the Making it Real 'I' statements, and producing useful insights for people managing direct payments and tackling race inequalities in how care and support is delivered.

- Designing and delivering to over 100 managers, a new leadership programme with Birmingham University centered on building strengths-based leadership skills.
- Producing new quality marks for Safeguarding Adult Reviews, for the Department of Health and Social Care.
- Reviewing nationally the Discharge to Assess policy, a critical policy intervention which aimed to support people leaving hospital during the pandemic.

Over the next year, we aim to build on these successes, with plans for growth. Whilst the Board is tremendously proud of the work of SCIE, we feel the charity can achieve more. In particular, we will be strengthening our skills and capabilities in policy and influencing and growing our consultancy business, which is thriving.

Next year will also be an exciting year for the TLAP Programme, as it continues to influence national policy and practice. Its involvement as a key partner in helping shape the Care Quality Commission's planned new Assurance Regime for local authorities is an important area of work for the programme that we are particularly excited about.

Finally, I want to acknowledge the dedicated service of Ewan King, our Deputy CEO, who has taken up a new challenge as the CEO of Shared Lives. He will be missed. I would also like to take this opportunity to thank SCIE's Trustees, who have helped SCIE navigate successfully a very difficult period and continue to provide unwavering support to the organisation's leadership team. I would also like to thank our Chief Executive for her leadership and our staff, who work so hard, and diligently, to deliver resources and support which I know make such an important difference for those working in the sector.

With best wishes

Rt Hon Paul Burstow

Chair, SCIE

Our year in summary

The Social Care Institute for Excellence (SCIE) is a leading values-driven charity and improvement agency. In recent years we have evolved from a largely government-funded body to a fast-moving, high-profile and more commercial organisation and thought leader.

Our vision is: **“A society where care and support maximises people’s choices, removes social inequality, and enables people to live fulfilling, safe and healthy lives.”**

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

Think Local Act Personal (TLAP) is a national partnership of more than 50 organisations, hosted by SCIE, which is committed to transforming health and care through personalisation and community-based support. The partnership spans central and local government, social care providers, the NHS, and the voluntary and community sector as well as people with lived experience, through the National Co-production Advisory Group (NCAG).

2021/22 was a very successful year for SCIE and the TLAP programme. We have delivered a number of reforms to how we work internally – including upgrading our IT and finance systems and moving to a virtual model of working – and have posted a healthy operational surplus of nearly half a million pounds. Building on these strong foundations, next year we are planning to grow – bringing in additional expertise and capacity to support our policy and influencing, and our improvement support to local organisations in particular.

Please refer to note 15 in the Accounts regarding SCIE’s exit from the Local Government Pension scheme with effect from the 7 December 2021.

TLAP had a very successful year, including a large range of national policy developments, including influencing key parts of the Adult Social Care White Paper, and the development of the CQC’s single assurance framework for health and social care. TLAP published well received reports on equalities in social care, direct payments and innovation.

In 2021-22 our business plan focused on three strategic areas, and in relation to each area, we have delivered impactful work that has made a real difference to people who draw on care and support, and the organisations that work with them:

1. Driving improvements in social care locally.
2. Influencing better policy and practice nationally, including the Think Local Act Personal programme to personalise health, care and support.
3. Supporting better safeguarding everywhere.

Key highlights included:

- Providing consultancy support to over 25 local authorities to enable them to transform care and support for people and communities.

- Over 80 managers took part in SCIE and the University of Birmingham's leading strengths-based practice programme.
- Leading the Commission on the role of housing in the future of care and support, which directly influenced the Adult Social Care White Paper.
- Providing support to local areas across England to help them develop Place-based approaches to integrating health and social care.
- Providing strategic advice to the Department of Health and Social Care to help it shape the Adult Social Care White Paper.
- SCIE worked with funders, including the Oak Foundation and the National Lottery, to provide bespoke support, so that user-led organisations and voluntary groups that they fund could identify and act on safeguarding incidents.
- Updating the Safeguarding Adult Review (SAR) Quality Markers which support people involved in commissioning, conducting and quality-assurance to know what a good Safeguarding Adult Review looks like.

We continue to have an unrivalled reach into the sector, with 5,337,000 visits to our website, and over 220,000 registered to receive our newsletter. Over 5,000 people took part in our accredited classroom training sessions.

Our priorities for next year are ambitious, and include:

- increasing further the number of local authorities and local organisations we work with on strengths-based practice, outcome-based commissioning, co-production and the development of place-based integrated care.
- follow-up on opportunities arising from the Social Care White Paper and the Integration White Paper, including innovation, assurance, information and advice, unpaid carers.
- inform through our work for the Department for Health and Social Care the development of a national integration shared outcomes framework.
- continue, through our policy work and learning from practice, to influence the national direction of policy, guidance and practice on safeguarding across children's and adult's social care.
- expand the delivery of our current offer of audits, reviews and consultancy, including for faith-based groups, charities and user-led organisations, while producing new national guidance aimed at reducing inequality in people's experiences and outcomes.
- building on work we do on refining Quality Markers, to support the sector in improving the quality of safeguarding work.
- grow our training and support offer, including producing a new training offer for Liberty Protection Safeguard (LPS) implementation.
- invest in and deliver a new SCIE website, to reinforce our role as the leading source of evidence and knowledge on social care in the UK.

- implement an evaluation plan which will enable SCIE to gather better data on our impact and develop a people plan that enables SCIE to deliver its strategic priorities.
- implement a new pay and grading framework and an approach to pay progression.
- review and refresh SCIE's approach to equality, diversity and inclusion.

We look forward to working with you in 2022/23!

Activities and achievements

In this section of the plan, we describe what we have done last year and the impact of our work in relation to our key priorities. These were based around four main priorities:

1. Improving social care locally.
2. Influencing better national policy and practice, including the Think Local Act Personal programme, to drive personalisation of health, care and support.
3. Supporting better safeguarding everywhere.
4. Improving SCIE as an organisation.

Priority one: Improving social care locally

We seek to work with local organisations, partnerships and people who draw on support to transform care and support. We help local areas overcome the most difficult barriers, learn from good practice, and develop sustainable plans.

We are experts in what works, and through our extensive networks and access to communities of practice, can help local organisations access and learn from the latest best practice and innovations. Wherever possible, our local improvement work is co-produced with people who draw on care and support.

In our 2021–2023 strategy, we said we would support a growing number of local authorities to improve. This involved supporting organisations, through a range of improvement approaches and tools, to:

- embed strengths-based leadership and practice develop outcome-focused approaches to commissioning
- develop more integrated place-based governance and models of care
- develop Named Social Worker models to providing support, an approach which means providing a dedicated person who is the main point of contact for people and their families during their entire care journey.

What we did

- We worked with over 25 local authorities on a range of adult social care transformation programmes. These projects included:
 - Developing and embedding strengths-based approaches to practice, which for example, involved SCIE developing a new strengths-based practice framework for Solihull Council and supporting the London Borough of Hounslow to develop a new set of strengths-based assessment and care planning forms.
 - Implementing co-production arrangements, to drive delivery of local adult social care plans, for example we supported Durham County Council in establishing a new co-production forum and staff training in co-production skills.

- Developing and implementing new approaches to commissioning home care and extra care, which included for example, supporting the London Borough of Tower Hamlets to develop a new outcome-based approach to commissioning home care.
- Developing best-in-class early help services for children and families experiencing difficulties.
- Reviewing home-first hospital discharge arrangements, to ensure that they reflect best practice, which, for example, we did for Doncaster Council.
- Delivering, in partnership with PA Consulting, IBM, Collaborate and the Nuffield Trust, the national Place Development Programme to support the development of place-based approaches to population health management. This work, for instance, involved SCIE facilitating action learning sets in several areas including Leeds, Dudley, Waltham Forest and Devon, to help them develop new place-based governance and planning arrangements for integrated health and social care.
- Developing over 100 managers across adult and children's social care in strengths-based leadership, jointly with the University of Birmingham.

See our case studies here:

Developing co-production in Kirklees

In 2019, people working within Kirklees Adult Social Care started to explore how to create more opportunities for co-production. Although there were pockets of co-production happening, the ambition was for this to become 'the way we do things'. With support from The Social Care Institute for Excellence (SCIE) people who draw on social care and support, carers, family members and staff were invited to come together to co-produce a plan for how to make this ambition a reality.

The group decided to test and learn through taking a co-productive approach with two projects:

1. Developing an integrated contact centre service for health and care.
2. Review of the Direct Payments policy.

Throughout 2021, people who draw on care and support, carers and Kirklees Council staff continued to have conversations about how to build on the learning of the two projects and make the Kirklees Vision for Adult Social Care a reality through co-production. They set out to create a new Co-production Board. This group worked together to shape the whole process of setting up the board including creating the terms of reference and the recruitment materials as well as designing and taking part in the recruitment process. Board members and co-production partners involved with coproduced projects are paid for their time and contributions.



Social Care Institute for Excellence (SCIE) and the University of Birmingham (UoB) – Strengths-based leadership programme

One of the most important developments within health and social care in recent years has been a greater emphasis on building on the strengths of individuals and families, and the assets within communities.

We know from our work across the sector, that good leadership in health and social care is hugely important in supporting this commitment to strengths-based practice. Recognising this, SCIE and UoB have developed a unique leadership programme. Aimed at managers, team leaders, assistant team leaders and senior practitioners in adult and children's social care: **Leadership of strengths-based practice.**

This programme has been designed to support practice leaders to demonstrate leadership through engaging with academic insights, critically reflecting on their own leadership, and developing a community of practice with their peers through facilitated contact days.

The programme is supported by a unique learning platform with contributions from sector leaders and includes the delivery of an improvement project to enable the practical application of strengths-based leadership in both the practitioners own role and its impact on organisations as a whole.

To date, SCIE and UoB have delivered to a wide range of social care practitioners and staff in both open access and in-house tailored programmes for teams, including West Midlands Teaching Partnership, Bradford and Doncaster adult social care.

“I recognise that I now have a greater awareness of the significance and role of effective leadership in implementing and embedding a strengths-based approach and culture within an organisation. Engagement in the programme has provided me with the opportunity to consider how my role, as well as that of others, is key in influencing the realisation of a strengths-based culture; this being crucial in being able to effectively support frontline social work practitioners to apply this approach within their practice.”

Leadership programme participant

Priorities for 2022/23

In 2022/23 we will continue to work with local authorities, local partners and people who draw on care to drive the improvement of health, care and support.

There will be six main priorities for support.

- **Practice with impact.** Helping organisations and leaders to embed strengths-based practice across the whole service and place, building on our practice with impact methodologies and tools.
- **Supporting place-based integration of health and social care.** Working with local Place-based partnerships to develop co-produced plans and implement improved health and care.
- **Commissioning for innovation and outcomes.** Conducting a strategic review and action plan to support local authorities shift commissioning away from time and task and institution-based models.
- **Embedding the named worker approach.** Supporting embedding of the named worker approach, and responsive and supportive teams.
- **Co-production of care and support.** Supporting local organisations and partnerships to develop and embed sustainable and effective co-production partnerships.

- **Preparing local authorities for assurance arrangements.** Working with local authorities to prepare for, and respond to, new CQC oversight requirements.

Priority Two: Influencing better policy and practice nationally

SCIE is one of the leading authorities on what works in social care, and through our growing policy and influencing activities, we seek to influence national policy, guidance, regulation and practice. In our 2021–2023 strategy, we said we would speak with an authoritative voice on how we improve people's experiences and outcomes of social care, providing sector leadership and a strong policy perspective.

What we did

- Actively contributed to the DHSC's work groups tasked with developing the Government's White Papers on Adult Social Care, and Health and Social Care Integration.
- Delivered the final report for the Commission on the Role of Housing in the future of care and support, and an 18-month programme to explore future priorities for housing with care.
- Conducted a rapid review of Discharge to Assess arrangements during the pandemic, for the Department for Health on Social Care.
- Established as a key partner to the University of Sheffield for a new Centre for Care, which will develop new evidence on care provision for people of all ages.
- Leadership, as part of a key partner, of the new ESRC/Health Foundation-funded IMPACT Centre, a UK-wide evidence implementation organisation.

See our case studies here:

Developing proposals for a new Evidence Centre for Palliative End of Life Care

SCIE was asked by Marie Curie to carry out a short study into the feasibility of a new evidence centre for Palliative and End of Life Care (PEOLC). SCIE conducted a rapid review of relevant literature and interviews with stakeholders involved in PEOLC research and evidence dissemination to explore the case for a new centre, its potential purpose and role. In parallel, Professor Katherine Sleeman of the Cicely Saunders Institute, King's College London, has been developing a proposal for a What Works Centre for palliative care, supported by Dr Anna Dixon, Prof. Baroness Illora Finlay and others. The development work involved conversations with key stakeholders across Government, including the Cabinet Office What Works team.

Leading on from these activities, SCIE, supported by Marie Curie and with input from Katherine Sleeman, facilitated a workshop with a wider group of stakeholders to discuss the proposed concept of a PEOLC evidence centre and emerging options for its development, including the purpose of such a centre, its potential position and impact within the wider sector, and possible form and funding models.

The workshop was held at the Marie Curie head office in London on 21 March 2022 and involved a range of representatives from across the spectrum of PEOLC evidence users, generators and facilitators, as well as from existing What Works centres and potential supporters, to help shape and develop the concept at this formative stage.

SCIE produced a report of the review and workshop, and will continue to support Marie Curie as it develops this idea further.

IMPACT Centre (IMProving Adult Care Together)

In late 2021 the IMPACT Centre entered its establishment phase, on its journey to becoming a fully-fledged UK national centre. The IMPACT Centre will support the adult social care sector in making the best use of evidence and transform how social care evidence is turned into practice, including supporting adults and young people moving into adult social care and how social care interacts with partner agencies and other sectors.

Key objectives for the new centre are to enable practical improvements on the ground, and make a crucial contribution to longer-term cultural change, by:

- Supporting more widespread use of evidence in adult social care, leading to better care practices, systems and outcomes for people who use services, their families and communities.
- Building capacity and skills in the adult social care workforce to work with evidence of different kinds to innovate, improve care and deliver better outcomes.
- Facilitating sustainable and productive relationships between the full range of adult social care stakeholders to co-create positive change/innovations and improve outcomes for people using adult social care and their families.
- Improving understanding of the factors which help and hinder the implementation of evidence in practice, and using this to overcome longstanding barriers to positive change.

SCIE has been involved from the outset in a partnership led by the University of Birmingham, in both securing the funding for the Centre and guiding the centre through the initial co-design stage to explore in more detail its priorities and how it will operate. SCIE has a representative on the IMPACT leadership team, who has recently been appointed part-time Deputy Director, to develop a strategy for knowledge mobilisation that will ensure that the Centre is able to use the learning from its work to influence national policy, standards, education and practice in adult social care.

Next year, the Centre will test out its delivery model through a series of pilots across the UK, drawing learning from this piloting to inform its further evolution as a Centre.

Future priorities

In 2022/23 we will:

- Follow up on opportunities arising from the Social Care White Paper and the Integration White Paper, including innovation, assurance, information and advice, and unpaid carers.
- Inform, through our work for the Department for Health and Social Care, the development of a national integration shared outcomes framework.
- Continue, through our policy work and learning from practice, to influence the national direction of policy, guidance and practice on safeguarding across children's and adult's social care.
- Promote the roadmap for SCIE's Commission on the Future of Housing and Care and seeking opportunities to develop our ideas further through participation on the Task Force for Housing for Older People and elsewhere.
- Increase the diversity across our networks, and understanding ways we can impact health and social inequalities through own policy influencing and research.

Think Local Act Personal – driving personalisation in health, social care and support

The TLAP programme in 2021-22 sought to continue to drive the personalisation of health, social care and support, working with a wide group of partners including Skills for Care, the LGA, ADASS and Care Provider Alliance. At the heart of TLAP's approach is co-production, and through its National Co-production Advisory Group, the programme continued to have a significant influence over national policy and the development of local care and support.

What we did

- Connected views and ideas of people who draw on care and support to the White Paper team within DHSC and established a new lived experience group to meet with the Care Minister and officials on an ongoing quarterly basis.
- Published three reports on direct payments, on which we are now working with the Government, to ensure they steer the renewed focus on direct payments within DHSC.
- CQC adopted TLAPs 'Making it Real' (MIR) at the heart of the new assurance framework. Using the co-produced 'I' statements and working with TLAP, National Voices and the National Co-Production Advisory Group to co-design bespoke 'We' Statements to fit the specific requirements of the Assurance Framework.
- Published the 'Personalisation in Black, Asian and Minority Ethnic Communities' report, profiling the work and experience of 14 grassroots organisations providing personalised and community focused services to people from BAME communities. Interest led to a follow-up online event, and a podcast.

- Partnered with Local Trust to publish the 'Towards Resilience: Making Community Matter in Social Care', report.
- Convened a community of practice with SCIE for 12 local authorities interested in working together to identify ways to support co-ops and community-owned models of home care. (Funded by CoOp UK and Power to Change.)
- TLAP continued to be a key contributor at events discussing social care reform, including attending DHSC roundtable. Representatives from NCAG chaired the All Party Parliamentary for Social Care, working with LGA/ADASS sounding boards, Archbishops Commission, Engage Britain, and attending the National Leaders Group.
- We launched the Technology Enabled Care Action Alliance with TSA, to boost lived experience leadership and influence within the tech-enabled care industry.
- Clenton Farquharson MBE was awarded a social care leadership award for recognising the important impact he is having on the sector in the promotion of personalisation, disability leadership and tackling inequalities.
- NCAG Chair Sally Percival stepped down as NCAG Chair after her highly effective and impactful term in the role. Our new Chair is Isaac Samuels, with Kate Sibthorp elected as Co-Chair.

See our case study '**Better Direct Payments: from insight to action**' here:

https://www.thinklocalactpersonal.org.uk/_assets/Reports/Better-Direct-Payments.pdf

Future priorities

In 2022/23 we will:

- Through our partnership with CQC, ensure lived experience and 'Making it Real' shape ongoing development and implementation of the new Assurance Framework.
- Accelerate co-production in policy, supporting people who draw on care and support work with DHSC on reforms relating to the Adult Social Care White Paper. We will be investing in NCAG and working with others to promote and support the role of lived experience in sector leadership in England (also via our role facilitating the International Initiative for Disability Leadership).
- Support and enabling innovation, by refreshing the 'Rainbow' directory of innovation and building opportunities for peer support and learning between innovators, people who draw on care and support, and commissioners.
- Develop our Reimagining Self-directed Support programme to focus on implementation of good practice. Working across key stakeholders in national policy and local implementation to reconnect personal budgets and direct payments to the values of self-directed support, personal agency, choice, and control. We will work

with local partners to develop and spread national best practice in personal budget administration and processes.

- Launch the new TEC Action Alliance with TSA aims to put, centre stage, the voice of people who draw on care, so that technology enabled systems and solutions are truly co-produced and person-centred. We will ensure that co-production of social care digital strategies includes people who draw on care and support.
- Ensure direct employers of personal assistants (PAs) are heard and have opportunities to shape future workforce strategies and priorities within social care. This includes publishing a new report into our joint survey with the LGA on recruitment and retention of PAs.
- Achieve self-directed support, working with key stakeholders in national policy and local implementation to reconnect personal budgets and direct payments to the values of self-directed support, personal agency, choice and control. Working with local partners to develop and implement national best practice in personal budget administration and processes.

Priority three: Supporting better safeguarding everywhere

SCIE is a leading authority on safeguarding across children's and adult services. SCIE is the go-to organisation for politically sensitive safeguarding issues, be it Safeguarding Adult Reviews such as Whorlton Hall or Tate Modern, or when the Government wants to understand the prevalence of sexual abuse in care settings.

Our safeguarding offer consists of twin pillars, our work on Learning Together to understand the root cause of safeguarding issues in practice and the identification and sharing of learning. Secondly our safeguarding training, consultancy and national guidance to offer advice and support, in order to improve safeguarding practice. Together they enable us to ensure people are safer; so that adults and children are less likely to have adverse experiences, which lead to reduced life chances and reinforce inequalities.

What we did

Our work on audits and reviews supported professionals working in safeguarding to learn from incidents and adopt best practice. This included:

- Undertaking Independent Reviews for Adult Safeguarding Boards to establish why an event was able to occur and to learn from it. These included high-profile cases such as Whorlton Hall and Tate Modern.
- Updating the Safeguarding Adult Review (SAR) Quality Markers which support people involved in commissioning, conducting and quality assurance to know what a good Safeguarding Adult Review looks like.
- Implementing a new training support offer for local authorities, to help them undertake their own learning reviews.

- Completing the programme of audits for the Church of England, which included safeguarding audits of all of England's Cathedrals.
- SCIE worked with funders, user-led organisations and policy makers to improve practice through our policy, consultancy and training work.
- SCIE worked with funders, including the Oak Foundation and the National Lottery, to provide bespoke support, so that user-led organisations and voluntary groups that they fund could identify and act on safeguarding incidents.
- SCIE undertook research so the Government understood the prevalence of sexual incidents in care settings.
- SCIE launched a support hub for the sector to prepare for the new Liberty Protection Standards (LPS), including briefings, training and videos that seek to support the sector to use LPS as an opportunity to promote practice which aligns with human rights and the core principles and duties of the Care Act 2014.
- SCIE trained over 1,500 people, to equip them with the skills they needed to take appropriate action in response to safeguarding incidents to ensure people are more likely to be safe.

See our case studies here: <https://www.scie.org.uk/consultancy/safeguarding-reviews-audits>

Future priorities

In 2022/23 SCIE will:

- Expand the delivery of our current offer of audits, reviews and consultancy, including for faith-based groups, charities and user-led organisations, while producing new national guidance aimed at reducing inequality in people's experiences and outcomes.
- Building on work we do on refining Quality Markers, to support the sector in improving the quality of safeguarding work.
- Grow our training and support offer, including producing a new training offer for LPS implementation.

Priority four: Strengthening SCIE as an organisation

This year, SCIE continued to develop as an organisation, putting in place the foundations on which to grow as a high-performing, dynamic and outward-looking organisation. We have strengthened the leadership at SCIE during the past year having recruited to four new Directors – Finance and Corporate Resources, Policy, Research and Information, People and Culture, and Think Local Act Personal.

We have taken the opportunity to work with staff, people with lived experiences and stakeholders to clarify the impact we want to make as an organisation and who our key audiences are. Following this important work, we have agreed to implement an evaluation plan which will enable SCIE to gather better data on our impact, in addition to this we will deliver a new SCIE website that responds to the needs of our key audiences. Income from training was at its highest since the start of the pandemic and we are well positioned to reach pre-pandemic levels in the year 2022/23. We have worked closely with colleagues in the finance team to update and implement new processes to support the contracting and invoicing of new work.

Since the establishment of the fundraising function at the end of 2020, in the financial year 2021/22 we received support from a number of charitable trusts and donors, for which we are extremely grateful. Generating income from these different sources is important for the future sustainability of the charity and enables us to independently develop projects and support core activities that are important to our Vision and Mission.

Our recently funded 'Tackling Inequalities in Care for People with Learning Disabilities' project is nearing completion. This work will lead on to similar inequality-based projects in the future. In addition, further funding is being sought for organisational development and core cost activities to support the pro bono work we have received in this financial year, along with the further development of our events programme.

The Fundraising Manager is supported by a Fundraising Reference Group and Ethics Committee to ensure adherence to the charity's values. SCIE complies with best practice advised by the Charity Commission and utilises a Donation Acceptance policy to support its Ethical Collaboration statement. During the year, the charity received no complaints about its fundraising activities. We have had a key focus on improving the efficiency and effectiveness of our internal processes including an exercise to review cost control, which has included reducing expenditure and strengthening SCIE's processes surrounding procurement. In 2021-2022, despite reduced capacity in the business development team, we were able to work closely with programme teams to increase income in priority areas. A review of SCIE's IT strategy and systems led to the recruitment of a new external IT provider. We also appointed a Virtual Information Security Officer (VISO) to oversee the management of our information security risk.

Previously based in a large office, SCIE has now adopted a fully virtual working model. To ensure that staff spend time together face to face, the whole organisation meets together on a monthly basis. We have begun work on establishing our people plan, a key part of which has been to establish an Employee Forum, to create a more inclusive employee voice and drive a high-performance culture.

Future priorities

In 2022-2023 we will:

- Recruit a Director of Business Development and Marketing to lead our growth strategy.
- With support from Pilotlight, develop an approach for marketing at organisational and programme level.
- Support the development and roll-out of commercial offers for each of the work programmes, providing the necessary resources to respond to opportunities.
- Update and develop dashboard reporting for our commercial pipeline and sales.
- Roll out a series of events including panel events, round tables and webinars to promote SCIE's thought leadership in key areas, to align with our commercial support to the sector.
- Invest in and deliver a new SCIE website, to reinforce our role as the leading source of evidence and knowledge on social care in the UK.
- Implement an evaluation plan which will enable SCIE to gather better data on our impact and develop a people plan that enables SCIE to deliver its strategic priorities.
- Implement a new pay and grading framework and an approach to pay progression.
- Review and refresh SCIE's approach to equality, diversity and inclusion.
- Further embed the organisational values to drive the desired culture.
- Build a people data framework, to create a stronger evidence base to inform decision making.
- Implement and develop better IT systems and infrastructure, to allow for accurate and high-quality financial and non-financial data and reports to be produced.
- Continue to build on the new financial processes implemented since late 2021, to ensure SCIE is fully compliant with both financial and audit regulations and guidance, and to keep risk at an acceptable level.
- Start work on reporting against our Environmental, Social and Governance (ESG) targets, which will be set by a newly-formed working group, in collaboration with our Trustees.

Governance report

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102)
- make judgements and estimates that are reasonable and prudent
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

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

This confirmation is given and should be interpreted in accordance with the provisions of s.418 of the Companies Act 2006.

The Trustees are responsible for the maintenance and integrity of financial information included on the charitable company's website. Legislation in the United Kingdom governing

the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

SCIE's Board of Trustees

Up to 15 people are able to sit on SCIE's Board of Trustees. At the time of this report, the board had 12 members, including its Chair. In the event of the charity being wound up, members are required to contribute an amount not exceeding £1.

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

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

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

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

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

Trustee	Appointed / Resigned	Audit and Risk Committee
Rt Hon Paul Burstow (Chair)		
Alex Fox	Term ended Jan 2022	
Annie Hudson	Term ended Jan 2022	
Clenton Farquharson		
Jane Green		
John Grosvenor		Treasurer
Margaret Lally		Member
Mark Atkinson		Member
Mary McKenna	Term ended Jan 2022	
Dr Osmund Stuart	Term ended May 2022	
Rachel Armitage		Member
Sean Holland		
Sue Gower	Term ended May 2021	
Zoe Gould	Appointed 14 July 2022	
Zoe Hallam	Appointed 14 July 2022	
Brett Terry	Appointed 14 July 2022	

Company secretary	Kathryn Smith
Chief Executive	Kathryn Smith
Registered and principal office	Social Care Institute for Excellence Isosceles Head Office One High Street Egham TW20 9HJ E: info@scie.org.uk W: www.scie.org.uk
Company Registration Number	04289790 (England and Wales)
Charity Registration Number	1092778
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Banker	Barclays Bank plc Public Sector Team Level 27 1 Churchill Place London E14 5HP

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

The financial statements for the year to 31 March 2022 have been prepared in accordance with the accounting policies set out on pages 45 to 48 of the financial statements and comply with the charity's memorandum and articles of association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Structure

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

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

Key management personnel

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

Employees

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

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

Co-production Network

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

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

Key risks

The Audit and Risk Committee regularly review the strategic risk register and have identified key risks and their mitigation. These include:

- monitoring financial sustainability to ensure that our expenditure does not exceed our income. This risk is mitigated by careful budget management, planning and forecasting.
- monitoring the internal controls and procedures to ensure they are effective. This risk is mitigated by regularly reviewing and testing internal controls and by closely liaising with staff to obtain their feedback.
- having a robust and effective cyber security strategy in place to protect our infrastructure, assets, staff and clients. This risk has been mitigated by the appointment of a Virtual Information Security Officer who works closely with the Director of Finance and Corporate Resources.
- ensuring full compliance with our legal and financial responsibilities. This risk is mitigated by undertaking regular reviews, for example at the Audit and Risk Committee and Board meetings.

Financial overview

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

2021/22 has been a very successful year for SCIE. In 2020/2021, SCIE made an operating loss of (£627,109) which we have worked very hard to turn around by both seeking to reduce and minimise expenditure and adjust our strategies to increase our income. SCIE is pleased to report an operating surplus of £477,134 for the 2021/22 financial year and SCIE staff should be congratulated on this achievement as we look to build on this surplus moving forward.

SCIE's income increased by £158,486 in 2021/22, which represents a 3% increase from 2020/2021.

Led by the Finance Team, a review was conducted to ensure that SCIE was receiving value for money in relation to goods and core services being provided and received, which has led to some operational savings being made. SCIE's procurement policies and processes have been tightened to ensure that quotes for goods and services received are both competitive and represent value for money.

SCIE's expenditure decreased by £945,757 in 2021/22, which represents an 18% decrease from 2020/2021.

SCIE's defined benefit pension fund

Please refer to note 15 in the accounts.

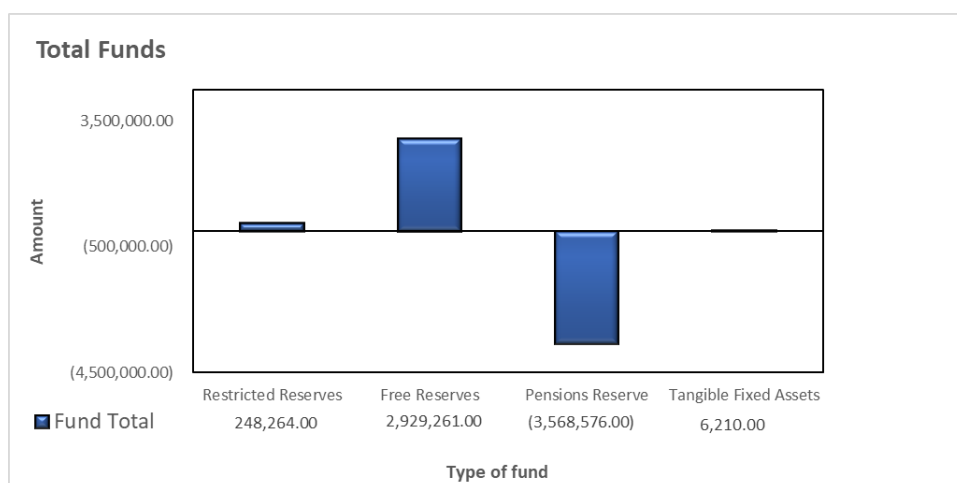
Up until 7 December 2021, SCIE participated in the Essex Pension Fund (the Fund) administered by Essex County Council. The Fund is a defined benefits scheme providing benefits based on final pensionable pay. The contributions to the Fund up until 7 December 2021 (the Primary Rate Contributions) have been determined on the basis of triennial valuations by a qualified actuary using the projected unit method.

On 7 December 2021 (the Exit Date), the charity became an Exiting Employer of the Fund as a result of it no longer having an active member contributing towards the Fund. Essex County Council obtained an actuarial valuation as at the Exit Date of the liabilities of the Fund in respect of benefits in respect of the charity's current and/or former employees and a revised rates and adjustments schedule showing the amount due by the charity as at the Exit Date under the Regulations (the Exit Payment).

At 31 March 2022, the Fund's actuaries have determined that the Secondary Contribution payable by the charity for the year to 31 March 2023 will be £350,000.

The next triennial valuation of the Fund is effective from 1 April 2023 at which point the charity's position will be revisited and revised Secondary Contributions will be payable. However, the Fund's actuaries have indicated that at the present time and based on calculations performed at the Exit Date, current estimates suggest that the charity will be required to make payments of £350,000 per annum for each of the years 2022/23 through to 2032/33. Therefore, a provision for these payments has been included on the charity's balance sheet as at 31 March 2022 discounted at a rate of 2.6% (the rate used in the valuation calculations by the Fund's actuaries) equating to £3.56 million. This provision will be updated in future years based on the Fund valuations and may increase or decrease depending on the valuation results.

Figure 1: Total funds



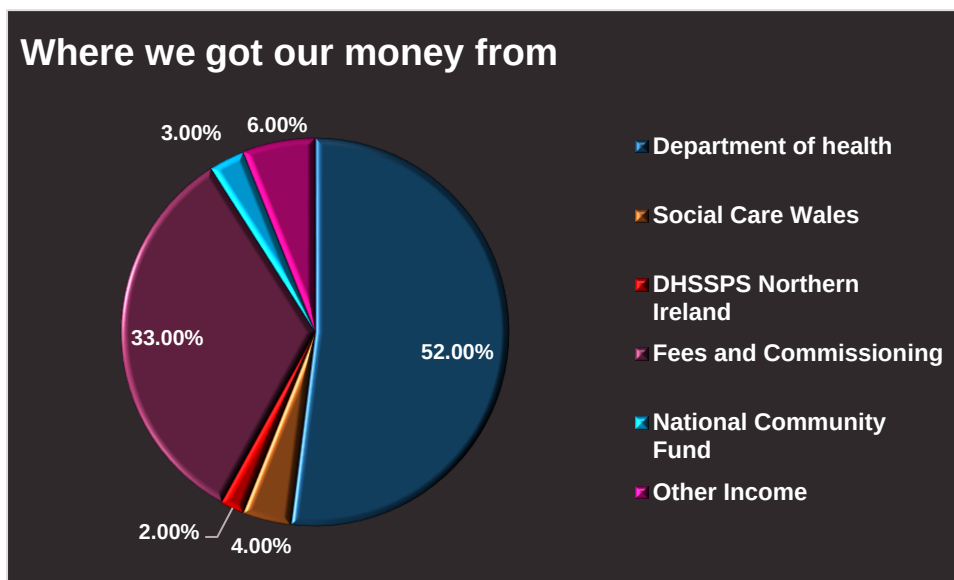
The balance sheet shows total funds to be in deficit by £384,841 at 31 March 2022 (2021 – deficit of £1,151,399). At this date, restricted funds amounted to a surplus of £248,264 (2021 – £203,600 surplus). These monies have either been restricted for use on specific projects or they comprise donations subject to donor-imposed conditions. Full details of these restricted funds can be found in note 12 to the financial statements together with an analysis of movements in the year.

£6,210 (2021 – £126,043) of the total funds is represented by tangible fixed assets held in unrestricted funds.

SCIE's estimation for the deferred debt liability at 31 March 2022 is £3,568,000 (2021 – share of the deficit on the defined benefit pension fund was £3,630,000). For further information, see note 15 to the financial statements. SCIE's remaining general funds (being unrestricted funds excluding tangible fixed assets but before the defined benefit pension fund liability) are 'free reserves' and total £2,929,261 at 31 March 2022 (2021 – £2,148,958).

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

Figure 2: Income



At the start of the 2021-2022 financial year, a best- and worst-case budget was prepared to plan for any financial challenges that COVID-19 had brought with regards to securing funding. Within the first quarter of 2021-2022, we had already exceeded our worst-case income budget target for the full financial year, which meant we were able to adjust our income and expenditure budgets for the remainder of the financial year. The Finance Team worked closely with budget holders to reforecast both income and expenditure on a quarterly basis to ensure that our financial targets were both realistic and achievable. The outcome is that we finish the financial year with a positive net income figure.

Policies

Reserves policy

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

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

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

The level of free reserves was £2,929,261 at 31 March 2022. The Trustees believe that this level of free reserves is adequate but not excessive and that it is consistent with the reserves policy above. The current free reserves provide a solid foundation to support SCIE's transformation by enabling investment in the development of its commercial offer, diversification of sources of income, and in meeting its future liabilities.

Investment policy

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

The charity's assets

Acquisitions and disposals of fixed assets during the year are recorded in the notes to the financial statements (see note 8).

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

Trustee: Paul Burstow

Approved by the Trustees on: 13 September 2022

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

Opinion

We have audited the financial statements of Social Care Institute for Excellence (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its income and expenditure for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures can detect irregularities, including fraud is detailed below.

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations
- we identified laws and regulations applicable to the charitable company through discussions with management, and from our commercial knowledge and experience of the sector
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, the Companies Act 2006, Financial Reporting Standard 102 (FRS 102) and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships
- carried out substantive testing of expenditure including the authorisation thereof
- tested journal entries to identify unusual transactions
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation
- reading the minutes of trustee meetings
- enquiring of management as to actual and potential litigation and claims
- reviewing any available correspondence with HMRC and the company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed those laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion. A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This forms part of our auditor's report.

Use of our report

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

Amanda Francis (Senior Statutory Auditor)

For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street, London, EC2V 6DL

26 September 2022

Statement of financial activities: Year to 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	Unrestricted funds £	Restricted funds £	2021 Total funds £
Income from:							
Short-term bank deposits							
. Interest receivable		861	—	861	318	—	318
Charitable activities							
. Contracts, grants, service level agreements and fees receivable	1	2,132,456	2,653,154	4,785,610	1,521,783	3,105,884	4,627,667
Total income		2,133,317	2,653,154	4,786,471	1,522,101	3,105,884	4,627,985
Expenditure on:							
Charitable activities							
. Provision and dissemination of knowledge and good practice in social care	2	1,642,670	2,666,667	4,309,337	1,280,676	3,974,418	5,255,094
Total expenditure		1,642,670	2,666,667	4,309,337	1,280,676	3,974,418	5,255,094
Net income (expenditure) for the year		490,647	(13,513)	477,134	241,425	(868,534)	(627,109)
Fund Transfers		(58,177)	58,177	—	(621,961)	621,961	—
Actuarial gains (losses) in respect to defined benefit pension scheme	15a	3,858,000	—	3,858,000	(221,000)	—	(221,000)
Actuarial estimate of future Contributions	15b	(3,568,576)	—	(3,568,576)	—	—	—
Net movement in funds		721,894	44,664	766,558	(601,536)	(246,573)	(848,109)
Reconciliation of funds:							
Fund balances brought forward at 1 April 2021		(1,354,999)	203,600	(1,151,399)	(753,463)	450,173	(303,290)
Fund balances carried forward at 31 March 2022		(633,105)	248,264	(384,841)	(1,354,999)	203,600	(1,151,399)

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

Balance sheet: As at 31 March 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	8		6,210		126,043
Current assets					
Debtors	9	1,431,404		732,942	
Cash at bank and in hand		2,761,254		2,819,475	
		4,192,658		3,552,417	
Creditors: amounts falling due within one year	10	(1,015,133)		(1,199,859)	
Net current assets			3,177,525		2,352,558
Total net assets excluding pension liability					2,478,601
FRS 102 Pension liability	15a/c		-		(3,630,000)
Actuarial estimate of future contributions	15b		(3,568,576)		-
Total net assets including pension liability			(384,841)		(1,151,399)
The funds of the charity					
Restricted funds	12		248,264		203,600
Unrestricted funds					
. General fund					
.. Free reserves	13		2,929,261		2,148,958
.. Pension reserve	15		(3,568,576)		(3,630,000)
			(639,315)		(1,481,042)
. Tangible fixed assets fund	13		6,210		126,043
			(384,841)		(1,151,399)

Approved by the Trustees of Social Care Institute for Excellence and signed on their behalf by:

Trustee: Paul Burstow

Approved on: 13 September 2022

Trustee: John Grosvenor

Approved on: 13 September 2022

Company Registration No.04289790 (England and Wales)

Charity Registration No.1092778

Statement of cash flows: Year to 31 March 2022

	Notes	2022 £	2021 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	(68,076)	639,569
Cash flows from investing activities:			
Interest received		861	318
Disposal of tangible fixed assets		8,994	
Purchase of tangible fixed assets		—	(34,509)
Net cash provided by investing activities		9,855	(34,191)
Change in cash and cash equivalents in the year		(58,221)	605,378
Cash and cash equivalents at 1 April 2021	B	2,819,475	2,214,097
Cash and cash equivalents at 31 March 2022	B	2,761,254	2,819,475

Notes to the statement of cash flows for the year to 31 March 2022

A Reconciliation of net expenditure for the year to net cash provided by operating activities

	2022 £	2021 £
Net expenditure for the year (as per the statement of financial activities)	477,134	(627,109)
Adjustments for:		
Depreciation charge	110,839	81,804
FRS 102 pension charge	228,000	331,000
Interest receivable	(861)	(318)
(Increase) decrease in debtors	(698,462)	283,799
(Decrease) increase in creditors	(184,726)	570,393
Net cash provided by operating activities	(68,076)	639,569

B Analysis of cash and cash equivalents

	2022 £	2021 £
Cash at bank and in hand	2,761,254	2,819,475

Social Care Institute for Excellence does not have any borrowings or lease obligations. Net debt consists therefore of the cash at bank and in hand.

Principal accounting policies: Year to 31 March 2022

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

Basis of preparation

These financial statements have been prepared for the year to 31 March 2022 with comparative information provided in respect to the year to 31 March 2021.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

Critical accounting estimates and areas of judgement

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

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

- estimating the useful economic life of tangible fixed assets for the purposes of calculating the depreciation charge
- assessing the appropriateness of the underlying assumptions made by the actuary in the valuation of the defined benefit pension scheme (up until 7 December 2021, the date of exit) (see note 15 for further information)
- assessing the appropriateness of the discount rate used in valuing the charity's deferred pension debt arrangement (i.e. estimated future contributions) to present value
- Estimating the amount of income to be accrued in respect of contractual work completed; and
- Estimating the amount to defer in relation to contractual and grant income received during the year.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this

assessment in respect to a period of one year from the date of approval of these financial statements.

The budget planning exercise for the 2022-2023 financial year focused on our strategic priority areas and the sub streams of work that fall under each of these priority areas. The Finance Team has worked closed with each strategic priority area lead to build an accurate and realistic budget for 2022-2023 and the charity is therefore forecasting a surplus for the 2022-2023 financial year ahead. The charity has a healthy cash balance and is able to meet its financial obligations that fall due in the 2022-2023 financial year.

Whilst there will undoubtedly be challenges ahead, the Trustees do not expect concerns to arise over the charity's financial position. As a result, the Trustees believe it is appropriate for the financial statements to be prepared on a going concern basis.

Income recognition

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

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

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

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

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

Coronavirus Job Retention Scheme grants are credited to the statement of financial activities when the Society has entitlement to the income and when the amount receivable has been quantified.

Expenditure recognition

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

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs.

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

All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs

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

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

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

Tangible fixed assets

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

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

- computer and IT equipment (including software) – 33.3% per annum based on cost
- office furniture and fittings – 25% to 33.3% per annum based on cost
- leasehold improvements – over the remaining period of the lease.

Debtors

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

Cash at bank and in hand

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

Creditors and provisions

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

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

Fund structure

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

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

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

Leased assets

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

Pension costs

Up to 7 December 2021, the charity contributed to a defined benefits pension scheme providing benefits based on final pensionable salary. The assets of the scheme are held and managed separately from those of the charity. Please see note 15.

With effect from 8 December 2021, the charity contributes to a defined contribution pension scheme.

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

Notes to the financial statements: Year to 31 March 2022

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

	Unrestricted funds £	Restricted funds £	2022 Total funds £	Unrestricted funds £	Restricted funds £	2021 Total funds £
Department of Health and Social Care project grants	—	2,477,525	2,477,525	—	2,947,036	2,947,036
Social Care Wales	182,946	—	182,946	98,228	—	98,228
Department of Health, Northern Ireland	111,347	—	111,347	66,505	—	66,505
Fees and commissioning	1,597,205	—	1,597,205	1,120,687	—	1,120,687
National Community Fund (Formerly Big Lottery)	—	140,334	140,344	—	157,574	157,574
Other funders	241,819	35,285	277,104	236,363	1,274	237,637
	2,133,317	2,653,154	4,786,471	1,521,783	3,105,884	4,627,667

The above contracts, grants, service level agreements and fees receivable relate to the sole charitable activity of Business, Development & Delivery (BDD).

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

	Unrestricted funds £	Restricted funds £	2022 Total funds £	Unrestricted funds £	Restricted funds £	2021 Total funds £
Business, Development & Delivery (BDD)						
Staff costs	81,395	1,498,154	1,579,549	168,417	2,426,881	2,595,298
Commissioning costs	750,142	379,764	1,129,906	438,272	330,433	768,705
Electronic access and publication costs	6,909	18,104	25,013	9,101	18,791	27,892
Support costs (note 3)	804,224	770,645	1,574,869	664,886	1,198,313	1,863,199
	1,642,670	2,666,667	4,309,337	1,280,676	3,974,418	5,255,094

3. Support costs

	2022 Total funds £	2021 Total funds £
Staff costs	799,222	910,744
Premises costs	223,061	432,002
Office costs	29,195	86,437
Governance costs (Excluding staff costs)	22,630	55,612
Other costs	500,761	378,404
Total	1,574,869	1,863,199

4. Net income (expenditure) for the year

This is stated after charging:

	2022 Total funds £	2021 Total funds £
Staff costs (note 5)	3,144,728	3,755,276
Auditor's remuneration		
. Statutory audit services		
.. Current year	22,000	22,000
.. Previous year	630	464
Depreciation	110,839	81,804
Operating lease rentals	195,223	432,002

5. Employees and staff costs

Staff costs during the year were as follows:

	2022 £	2021 £
Wages and salaries	1,509,142	2,082,609
Social security costs	176,323	219,405
Other pension costs	184,327	327,327
FRS 102 pension charge	150,000	246,000
	2,019,792	2,875,341
Payments to agency staff and consultants	1,023,428	632,349
Other staff related costs	101,508	92,936
Redundancy payments	—	154,650
	3,144,728	3,755,276

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

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

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

	2022 No.	2021 No.
Charitable activities		
Business, Development & Delivery (BDD)	33	43
Governance	2	2
	35	45

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

	2022 No.	2021 No.
£60,001 — £70,000	2	4
£70,001 — £80,000	1	—
£100,001 — £110,000	1	1
£110,001 — £120,000	0	1
£140,001 — £150,000	1	—

Contributions were made to a defined benefits pension scheme in respect of employees.

The key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis comprised the Chief Executive and the Deputy Chief Executive. The total remuneration (including taxable benefits and employer's pension contributions) of the key management personnel for the year was £293,967 (2021 – £281,014).

6. Payments in relation to Trustees

In accordance with the charity's memorandum and articles of association, the Chair of the Trustees was paid £24,375 (2021 – £24,867) during the year for services undertaken in the administration of the charity. One other Trustee was paid a total of £4,800 (2021 – two Trustees were paid a total of £8,865) on the same basis. The payment for such services has been authorised by the Charity Commission and is in line with the Charities Act 2016.

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the year totalled £11,353 (2021 – £9,410) and provides cover of up to a maximum of £2 million (2021 – £2 million).

Except as noted above, the charity did not enter into any other transactions with related parties in the current or prior years.

7. Taxation

The company is a charity under the Finance Act 2010 (schedule 6, paragraph 1) definition. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by the Corporation Tax Act 2010 (part 11, chapter 3) or the Taxation of Chargeable Gains Act 1992 (section 256), to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period (2020 – none).

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

8. Tangible fixed assets

	Unrestricted funds				Restricted funds	
	Computer and IT equipment	Office furniture and fittings	Leasehold improvements	Software	Computer and IT equipment	Total
	£	£	£	£	£	£
Cost						
At 1 April 2020	176,460	85,383	152,518	87,292	37,740	539,393
Additions	—	—	—	—	—	—
Disposals	(132,723)	(85,383)	(152,518)	—	(37,740)	(408,364)
At 31 March 2021	43,737	—	—	87,292	—	131,029
Depreciation						
At 1 April 2020	159,757	81,345	82,211	52,297	37,740	413,350
Charge for year	7,397	4,038	70,307	29,097	—	110,839
Disposals	(123,729)	(85,383)	(152,518)	—	(37,740)	(399,370)
At 31 March 2021	43,425	—	—	81,394	—	124,819
Net book values						
At 31 March 2022	312	—	—	5,898	—	6,210
At 31 March 2021	16,703	4,038	70,307	34,995	—	126,043

During the year, SCIE disposed of all of its furniture and leasehold improvements following vacating its office space on 31 August 2021.

9. Debtors

	2022 £	2021 £
Prepayments and accrued income	349,961	141,947
Rent deposit	4,316	57,758
Fees and other income receivable	1,077,127	533,237
	1,431,404	732,942

10. Creditors: amounts falling due within one year

	2022 £	2021 £
Expense creditors	73,559	118,819
Taxation and social security	195,096	311,539
Pension	29,789	42,587
Accruals	370,921	415,659
Deferred income (note 11)	345,768	311,255
	1,015,133	1,199,859

11. Deferred income

	2022 £	2021 £
Balance at 1 April 2021	311,255	68,947
Income received in advance	345,768	311,255
Released to statement of financial activities	(311,255)	(68,947)
Balance at 31 March 2022 (note 10)	345,768	311,255

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

12. Restricted funds

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

	At 01-Apr 2021 £	Income £	Direct costs £	Expenditure Support costs £	Fund Transfers £	At 31-Mar 2022 £
DHSC commissions						
Core	—	1,547,000	(965,134)	(581,866)	—	—
Liberty Protection Standards (LPS)	—	190,775	(53,192)	(71,755)	—	65,828
Other	(7,925)	—	—	—	7,925	—
Oak Foundation	(86)	31,750	(9,426)	(11,942)	—	10,296
LRS programme	2,967	45,700	(26,787)	(17,189)	—	4,691
Innovation Network	12,322	—	—	—	—	12,322
Think Local Act Personal (TLAP)	196,322	708,000	(485,772)	(230,621)	—	187,929
National Fundraising Supporting Each Other Equals Power	—	35,285	(54,754)	(13,333)	—	(32,802)
	—	94,644	(109,298)	(35,598)	50,252	—
	203,600	2,653,154	(1,704,363)	(962,304)	58,177	248,264

	At 01-Apr 2020 £	Income £	Direct costs £	Expenditure Support costs £	Fund Transfers £	At 31-Mar 2021 £
DHSC commissions						
Core	—	1,614,850	(1,399,536)	(610,615)	395,301	—
COVID	—	573,985	(542,010)	(223,027)	191,052	—
Other	—	14,200	(19,943)	(2,182)	—	(7,925)
Oak Foundation	—	46,000	(31,250)	(14,836)	—	(86)
LRS programme	21,814	33,814	(47,141)	(5,520)	—	2,967
Innovation Network	12,322	—	—	—	—	12,322
Think Local Act Personal (TLAP)	389,420	699,275	(605,194)	(287,179)	—	196,322
Supporting Each Other Equals Power	26,617	123,760	(131,031)	(54,954)	35,608	—
	450,173	3,105,884	(2,776,105)	(1,198,313)	621,961	203,600

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

DHSC commission

The Department of Health and Social Care (DHSC) provided funding to SCIE to benefit from our unique position as a trusted, people-focused, independent improvement agency, to deliver business needs and facilitate sector improvement, increasing awareness, knowledge, skills and experience of the workforce. This included:

- Provision of sector leadership in conjunction with the Department, providing social care expertise and insight to the Department and bringing together national social care leads to co-ordinate responses to social care issues and policy, and wider sector leadership.
- Development of high-quality content and guidance for the sector, including producing new guidance on what co-production is and how to do it, and summarising evidence on emergent issues such as sexual incidents in care settings.
- Maintenance and review of key content that the sector is dependent on, including Safeguarding Adults, the Care Act, Mental Capacity and Co-production.
- Reinvigorating and mobilising a key network to support, engage and drive up the quality of Safeguarding Adults Reviews through the development of Quality Markers.
- Preparation and support for the sector in relation to new policy initiatives such as the Liberty Protection Safeguards (LPS) including understanding their level of preparedness and priorities, building awareness around the planned activities, and developing a package of support ahead of the 2023 introduction of LPS.

Oak Foundation

The Oak Foundation has provided funds for SCIE to review the safeguarding policies and procedures of grant applicants and offer support where needed. This support includes policy development, organisation specific training, as well as more generic safeguarding training sessions that are open to all grantees.

Safeguarding training (LRS Programme)

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

Think Local Act Personal (TLAP)

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

Supporting Each Other Equals Power

Funds have been provided by the national community fund to look into issues of exclusion, loneliness and insufficient support for people with learning difficulties. This fund finished in a

deficit position for the year and therefore SCIE has made contributions from free reserves to bring this fund back into balance upon closure.

National Fundraising

This project is an initiative to address the inequalities that caused people with learning disabilities to be six times more likely to die from COVID-19 and it is due to be completed by Summer 2022. This project fits within our strategic aim of influencing better policy and practice nationally and enables us to utilise our three core functions of building a knowledge base about what works in social care, translating that into resources and then disseminating it across the sector.

Due to delays to this project, a large proportion of income has been deferred into the financial year 2022-2023. However, overheads have still been incurred, leading to the fund finishing in a deficit position.

13. Analysis of movement on funds

The below tables show the movement in the restricted and free reserves of the organisation for both the current and prior year. Asset movements refer to the adjustments that have been made to the tangible fixed-asset fund to reflect the amount of committed depreciation outstanding at the end of the financial year. The pension movements refer to adjustments that arose due to actuarial gains/losses following the yearly actuarial review.

	Restricted funds £	Free reserves £	Tangible fixed assets fund £	Pension Reserve £	Total 2022 £
Fund balances at 1 April 2021	203,600	2,148,958	126,043	(3,630,000)	(1,151,399)
Movements:					
(Deficit) / Surplus for the year	(13,513)	490,647	—	—	477,134
Actuarial estimate of future pension contributions	—	—	—	(3,568,576)	(3,568,576)
FRS 102 pension liability movement	—	228,000	—	3,630,000	3,858,000
Asset movement	—	119,833	(119,833)	—	—
Transfer General to Restricted	58,177	(58,177)	—	—	—
Fund balances at 31 March 2022	248,264	2,929,261	6,210	(3,568,576)	(384,841)

	Restricted funds £	Free reserves £	Tangible fixed assets fund £	Pension Reserve £	Total 2021 £
Fund balances at 1 April 2020	450,173	2,151,199	173,338	(3,078,000)	(303,290)
Movements:					
(Deficit) / Surplus for the year	(868,534)	241,425	—	—	(627,109)
Pension movements	—	(221,000)	—	—	(221,000)
Pension liability movement	—	552,000	—	(552,000)	—
Asset movement	—	47,295	(47,295)	—	—
Transfer General to Restricted	621,961	(621,961)	—	—	—
Fund balances at 31 March 2021	203,600	2,148,958	126,043	(3,630,000)	(1,151,399)

14. Leasing commitments

Operating leases

At 31 March 2022, the charity had total commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2022	2021
	£	£
Operating lease payments which fall due:		
Within one year	9,587	139,673
	9,587	139,673

SCIE vacated its premises on 31 August 2021 following early termination of its lease that was originally due to expire in 2024. SCIE also entered an arrangement in July 2021 for a smaller office space on an initial 12-month contract. SCIE has since given notice to terminate this agreement on 31 July 2022.

15. Pension commitments

(a) Local Government Pension Scheme

Up until 7 December 2021, the charity participated in the Essex Pension Fund (the Fund) administered by Essex County Council. The Fund is a defined benefits scheme providing benefits based on final pensionable pay. The assets of the Fund are held separately from those of the charity, being invested by the Fund directly. The contributions to the Fund up until 7 December 2021 (the Primary Rate Contributions) have been determined on the basis of triennial valuations by a qualified actuary using the projected unit method.

The valuation used to determine the contribution rates paid by the charity for the period from 1 April 2021 to 7 December 2021 was the triennial valuation at 31 March 2019. This showed that at that date the market value of the scheme's assets was £6,711 million and that the actuarial value of those assets represented 97 per cent of the benefits that had accrued to members, after allowing for expected future increases in earnings. The principal assumptions made were that the investment returns would be 5.1 per cent per annum, the discount rate would be 4.5 per cent per annum and that salary increases would average 3.6 per cent per annum after 31 March 2020. For the three years to 31 March 2021, the assumed salary increases would be in line with the Consumer Price Index assumption, currently 2.4 per cent per annum. No allowance was made for possible discretionary increases in pensions beyond those prescribed in the scheme rules.

Expenditure recognised in the statement of financial activities (SOFA) for the year to 31 March 2022 is as follows, increasing the brought forward total liability from £3,630,000 (see note 15c) to £3,858,000:

	2022 £000s
Service cost	(468)
Net interest on the defined liability	(69)
Administration expenses	(13)
Total expenditure recognised in SOFA	(550)
Employer contributions	322
FRS 102 charge	(228)

Full details required by Financial Reporting Standard 102 (FRS 102) in respect to the surplus or deficit on the Fund as at 31 March 2021 (the comparative year) are shown in part (c) of this note below).

Given the charity has exited the pension scheme from 7 December 2021 and entered into a deferred debt arrangement (see below), the full liability as at that date of £3,858,000 has been reversed and has been reflected within other recognised gains and losses on the

statement of financial activities for the year to 31 March 2022. The liability has subsequently been replaced by the estimated liability for future contributions under the terms of the charity's deferred debt arrangement as per note (b) below.

(b) Deferred payment commitments as at 31 March 2022

On 7 December 2021 (the Exit Date), the charity became an Exiting Employer of the Fund as a result of it no longer having an active member contributing towards the Fund. Essex County Council obtained an actuarial valuation as at the Exit Date of the liabilities of the Fund in respect to benefits of the charity's current and/or former employees and a revised rates and adjustments schedule showing the amount due by the charity as at the Exit Date under the Regulations (the Exit Payment).

On 7 December 2021 also, the charity became a Deferred Employer in the Fund as defined by the Local Government Pension Scheme Regulations 2013 (SI 2013/2356) (the Regulations). Under the Deferred Debt Agreement (the Agreement) dated 30 December 2021, the charity and Essex County Council have agreed to allow the charity to defer its obligation to make the Exit Payment and to continue to make contributions at a Secondary Rate of Contributions on the terms set out in the Agreement and for an agreed period of time (the Repayment Period). The Repayment Period will cease on 7 December 2033 or on a date agreed as part of an Extension Notice (see below) (the Expiry Date).

Under the Agreement, Essex County Council shall, using the valuation of the Fund at the Exit Date, instruct the Fund's actuary to determine the Secondary Rate of Contributions by valuing the Fund's liabilities and certifying the Contributions on a Projected Cessation Basis for the Repayment Period. At each subsequent triennial valuation of the Fund for Regulation 62 of the Regulations, the Fund's actuary will calculate a new deficit or surplus of the Fund using an updated Projected Cessation Basis (reflecting updated date, current financials and any changes to the Fund's demographic assumptions) and determine a revised Secondary Rate of Contributions payable by the charity. The revised Secondary Rate of Contributions may increase or decrease as a result of the actuarial valuations. The calculation of the Contributions by the Fund's actuary will be, in part, determined by a discount rate which will be split into two parts:

- within the Repayment Period, the discount rate will be determined by the Ongoing Valuation Basis;
- from the proposed Expiry Date, the discount rate will be determined by the Full Cessation Basis.

If, at a valuation, the current Contributions and the Repayment Period are insufficient (or more than sufficient) to achieve full funding of the Exit Payment calculated on the Full Cessation Basis by the Expiry Date, Essex County Council shall have the discretion to consider a revised Expiry Date which will be set out in an Extension Notice.

Essex County Council has agreed that from the Exit Date and for the period of the Repayment Period, the assets attributable to the charity shall remain invested under an investment strategy in the same way and in accordance with the principles applicable to Fund employers with active members.

On the termination of the Agreement, the charity shall become an Exiting Employer for the purpose of Regulation 64(1) of the Regulations and may be liable to an exit payment or entitled to receive an exit credit (as appropriate). This will be determined by the Fund's actuary preparing a valuation as at the date on which the Agreement terminates of the liabilities of the Fund in respect to benefits in respect to the charity's current and/or former employees. This valuation will result in a revised rates and adjustments certificate showing the exit payment due from the charity or the excess of assets in the Fund relating to the charity over the liabilities and therefore resulting in a repayment to the charity.

At 31 March 2022, the Fund's actuaries have determined that the Secondary Contribution payable by the charity for the year to 31 March 2023 will be £350,000. This has been calculated on the basis described above. Under the Agreement, no Primary Contributions are due to be paid from 7 December 2021.

The next triennial valuation of the Fund is effective from 1 April 2023 at which point the charity's position will be revisited and revised Secondary Contributions will be payable. However, the Fund's actuaries have indicated that at the present time and based on calculations performed at the Exit Date, current estimates suggest that the charity will be required to make payments of £350,000 per annum for each of the years 2022/23 through to 2032/33. Therefore, a provision for these payments has been included on the charity's balance sheet as at 31 March 2022 discounted at a rate of 2.6% (the rate used in the valuation calculations by the Fund's actuaries) equating to £3,568,5766 million. This provision will be updated in future years based on the Fund valuations and may increase or decrease depending on the valuation results.

This remeasurement of the pension liability (i.e. the actuarial estimate of future contributions) has been reflected within other gains and losses on the statement of financial activities, with the full estimated liability included as a provision on the balance sheet in order to show the charity's amended membership status within the Fund with effect from 7 December 2021.

(c) As at 31 March 2021, the charity participated as an active member in the Essex Pension Fund (the Fund). As an active member, the charity was required under Financial Reporting Standard 102 (FRS 102) to include on its balance sheet as at that date the surplus or deficit on the Scheme as at 31 March 2021, calculated in accordance with the requirements of FRS 102. For the purpose of FRS 102, the assets of the scheme were taken at market value as at that date and the liabilities have been calculated by a qualified independent actuary.

FRS 102

In order to assess the actuarial value of the charity's assets and liabilities as at 31 March 2021, the actuaries have rolled forward the actuarial value of the assets and liabilities at 31 March 2020.

The major assumptions used by the actuary in preparing the FRS 102 figures for the year ended 31 March 2021 were:

	2021 % per annum
Rate of increase in salaries	3.80
Rate of increase in pension payments	2.80
Discount rate	2.00
Rate of Inflation — CPI	2.40

The mortality assumptions used were as follows:

	2021 years
Longevity at age 65 for current pensioners	
. Men	21.6
. Women	23.6
Longevity at age 65 for future pensioners	
. Men	22.9
. Women	25.1

The net movement in the FRS 102 liability during the year ended 31 March 2021 year was:

	2021 £'000s
Net deficit in scheme at 1 April	(3,078)
Service cost	(934)
Net interest	(70)
Administration expenses	(15)
Employer contributions	688
Re-measurement of the defined liability	(221)
Net deficit in scheme at 31 March	(3,630)

Total expenditure recognised in the statement of financial activities (SOFA) for the year ended 31 March 2021 was:

	2021 £000s
Service cost	(934)
Net interest on the defined liability	(70)
Administration expenses	(15)
Total expenditure recognised in SOFA	(1,019)
Employer contributions	688
FRS 102 charge	(331)

The net (loss) gain recognised in the re-measurements in other recognised gains and losses for the year to 31 March 2021 was:

	2021 £000s
Return of fund assets in excess of interest	5,465
Other actuarial gains/(losses) on assets	—
Change in demographic assumptions	256
Experience gain/(loss) on defined benefit obligation	329
Changes in financial assumptions	(6,271)
Remeasurement of the defined liability	(221)

Asset and benefit obligation reconciliation for the year to 31 March 2021:

	2021 £000s
Opening defined benefit obligation	23,211
Current service cost	523
Past service costs including curtailments	411
Interest cost	547
Contributions by scheme participants	123
Change in financial assumptions	6,271
Experience (gain) on defined benefit obligation	(329)
Benefits paid	(487)
Change in demographic assumptions	(256)
Closing defined benefit obligation	30,014

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

Unfunded benefit obligation reconciliation for the year to 31 March 2021:

	2021 £000s
Opening defined benefit obligation	79
Interest cost	2
Change in demographic assumptions	(1)
Experience loss/(gain) on defined benefit obligation	(1)
Change in financial assumptions	9
Benefits paid	(5)
Unfunded scheme liabilities at 31 March	83

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

	2021 £000s
Fair value of scheme assets at 1 April	20,133
Interest on assets	477
Return on assets less interest	5,465
Other actuarial losses	—
Contributions by employer	688
Contributions by fund participants	123
Administration expenses	(15)
Benefits paid	(487)
Fair value of scheme assets at 31 March	26,384

The charity's share of the assets in the scheme as at 31 March 2021 and the expected rates of return were:

	%	Value at 31 March 2021 £'000
Equities	63%	16,691
Government bonds	3%	672
Other bonds	5%	1,283
Property	7%	1,859
Cash	3%	665
Alternative assets	11%	3,032
Other managed funds	8%	2,182
Total market value of assets	100%	26,384

Amounts for 2021 and previous four periods are as follows:

	31	31	31	31	31
	March	March	March	March	March
	2021	2020	2019	2018	2017
	£	£	£	£	£
Fair value of assets	26,384	20,133	21,059	19,670	17,806
Present value of scheme liabilities	(30,014)	(23,211)	(25,361)	(23,997)	(23,563)
Deficit in scheme	(3,630)	(3,078)	(4,302)	(4,327)	(5,757)

16. Members' liability

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

Accounts



social care
institute for excellence

Leading the Way for Improved Social Care

Annual report and financial statements 2020/21

31 March 2021

Company Limited by Guarantee

Registration Number 04289790 (England and Wales), Charity Registration Number 1092778



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Chair's report

This year SCIE celebrates its 20th birthday. I am hugely proud to be the Chair of an organisation that has contributed so much over that time to research, evidence and new thinking on social care.

It's not an easy year to be marking this milestone. This last year has been extremely difficult for social care and all those who draw on support or care for others and SCIE is no exception. Although staff have faced some real challenges, including working away from each other and working hard on COVID-19 national support, whenever I have met staff virtually, I have always been enormously impressed with their high levels of energy and commitment. I would also like to take this opportunity to thank the Board of Trustees who have shown unwavering dedication and support to the organisation through this difficult period.



Despite these challenges, we have this year made an important contribution to the sector.

Nationally, we have been making our voice heard on what social care means for people and what reforms are needed. Through our involvement in the Commission on the Future Role of Housing with Care and Support as well – which I jointly chair with Sir David Pearson and Professor Julianne Meyer – we are making the case for better housing with care. The work to develop a National COVID Hub, which has now had more than 700,000 visitors, has demonstrated our ability to produce high-quality resources in rapid time.

Locally, we continue to support a broad range of improvements in local organisations and systems. Whether it is providing training on safeguarding to social workers, reviewing organisations' approach to practice or supporting transformation programmes, more local authorities, providers and NHS organisations are benefitting from our insights and expertise than ever.

This coming year is likely to be eventful for social care. Later this year, we are likely to see a new plan for adult social care, an acceleration in the development of integrated care systems and place-based partnership working bringing health and care closer together, and further discussions around the future of children's social care, linked to the independent review of children's social care. I know SCIE, as always, will be at the heart of these discussions.

I know also that we will continue to research, evidence, share and support the implementation of best practice across the sector and be on hand to support the sector navigate the challenges it will face.

A handwritten signature in dark ink, appearing to read 'Paul Burstow'.

Paul Burstow, Chair
18 November 2021

Chief Executive's report

In June I was at last lucky enough to be able to gather a group of my colleagues in the office to discuss the future priorities of SCIE; one of the first times I have been face to face with them. Whilst we may not be totally out of the woods on COVID-19, the discussion was more optimistic about the future and how SCIE could play its role in influencing better policy and practice in social care.



In last year's plan, we set out three strategic priorities for SCIE:

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

Reviewing the past year, I think we have made good progress on all three.

We have worked with over 15 local authorities to support their improvement journeys, helping them think through everything from where we go next with strengths-based practice through to how we commission better home care. To support local authorities and their partners embed strengths-based practice, we launched both a new leadership programme with Birmingham University and published a critical review tool to help local areas develop a whole-place approach to strengths-based practice.

In the area of policy influencing, we have stepped up our contribution to the national debate.

Working with colleagues at the Association of Directors of Adult Social Services, Local Government Association, Care Quality Commission, Skills for Care, Social Care Future, and the Care Providers Alliance, we have sought to influence policy making by uniting around common messages and arguments for what kind of social care people want.

Through our role as secretariat for the Commission on the Future Role of Housing with Care and Support, which our Chair Paul Burstow chairs, we have played an important part in setting out a new vision and plan for housing with care. Funded to develop a national programme of support for social care during the pandemic, we co-produced with the sector in rapid time a wide range of resources including on day care, learning disabilities, home care, commissioning and safeguarding.

Furthermore, TLAP's Insight Group into the experiences of people who access care and support during COVID-19 has shone a powerful light on the impact of the virus and identified important areas for improvement.

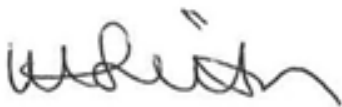
Last but not least, we have continued to grow our reputation and contribution to keeping people of all ages safe. This year we have continued to support the Church of England and the Catholic Church of Scotland, with safeguarding audits, and have supported a growing number of national charities implement best practice approaches to safeguarding.

At the same time, we have dedicated attention to improving our financial position and reviewing our cost base. This has included a lengthy consultation with staff members to seek to change some of our terms and conditions and to exit our pension. Whilst this has been a challenging period that is now coming to an end, this will set us up for a much healthier position in the future.

Next year, we will continue to work to our strategic areas, but we know that the world of social care is constantly changing. Priorities for us will include:

- Influencing the adult social care reform plan
- Supporting local authorities to recover from COVID-19 and renew and reinvigorate their approach to care and support
- Through our involvement in the leadership of the new Economic & Social Research Council funded IMPACT Centre, develop and shape the conditions for supporting evidence use in adult social care
- Make a stronger contribution to new thinking and better approaches to addressing inequalities
- Work with local authorities to support improved Early Help services for children and families, based on work we are delivering in several local authorities

This year marks SCIE's 20th Anniversary. It will be time to reflect on what has been a memorable and impactful journey for the organisation. But the future ahead will present many challenges, so we won't be resting on our laurels for long – we will be charting an exciting new future for SCIE and making sure the next 20 years are just as successful.



Kathryn Smith, CEO
18 November 2021

Our purpose

Vision



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

Mission



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



How the Social Care Institute for Excellence works

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

Our strategy published in 2020 focuses on three strategic areas:

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

These three strategic areas are explained on the following pages with some of the activities reflecting SCIE's achievements, developments and future plans.

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

For more information about our Trustees and how the charity operates, please refer to the Constitution and governance section on page 32.



What we do

Driving improvements in social care locally

Local government transformation

SCIE helps local authorities transform care and support in collaboration with citizens to deliver greater impact.

Person-centred care

We use our position as a leading social care improvement agency to promote, advocate, disseminate resources to support, and train frontline care sector staff on the importance of, and practical approaches to, providing person-centred care.



Co-production

Co-production is at the heart of everything SCIE does. SCIE has a co-production steering group and network which informs our strategy and work plans, and contributes to our commercial work.



Children's social care

We work extensively across children's social care, undertaking support for case reviews, providing training and consultancy and producing resources for local authorities, social workers, safeguarding boards and children's

Influencing better policy and practice nationally

Department of Health and Social Care annual commission

The Department for Health and Social Care (DHSC) commissions SCIE annually to produce and disseminate a range of evidence-based and co-produced resources, tools, e-learning and direct improvement support to local authorities and providers to improve adult social care and provide person-centred care.



Think Local Act Personal

TLAP is a leading national partnership of more than 50 organisations committed to transforming health and care through personalisation and community-based support. It convenes and harnesses the expertise and experience of the social care sector and aims to inform and influence national and local policy. Co-production is central to its ethos, working closely with the National Co-production Advisory Group (NCAG), comprising people with lived experience, family members and unpaid carers.

Social Care Wales

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

Northern Ireland

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

Research, information and evaluation

SCIE can provide evidence and insight to inform your decision-making, and we have worked with national organisations such as the Department for Education and Ofsted, and major charities and local authorities, to improve practice through research.

Integrated health and social care

SCIE worked with NHS England to run a series of national webinars on integrated care systems and where progress could be made to integrate health and social care. We also worked with NHS Leadership Academy to explore the role of leadership in the context of the development of integrated care systems.

Supporting better safeguarding everywhere

Safeguarding

SCIE has a national reputation for its expertise in both children's and adults safeguarding, and advises many national charities, government departments, faith organisations and local safeguarding boards and care providers. SCIE produced a range of resources, videos and tools and provided consulting and training to local authorities, health and care providers, safeguarding boards, churches and faith groups to safeguard those at risk.



SCIE's impact in numbers: who we reached in 2020/21

Web, communications, training and learning



3.9 million

Views of SCIE posts on
social media

46,700

e-Learning delegates

113,000

Subscribers to SCIELine

78,100

Social media followers

5,700,000

Visitors to the SCIE site

13,000

Training delegates

22,500

Webinar registrations

30

SCIE mentions in Parliament

33

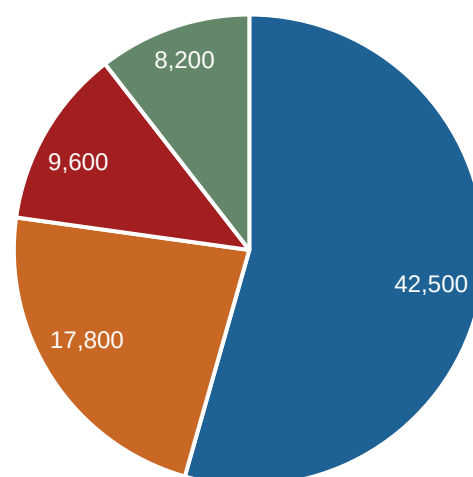
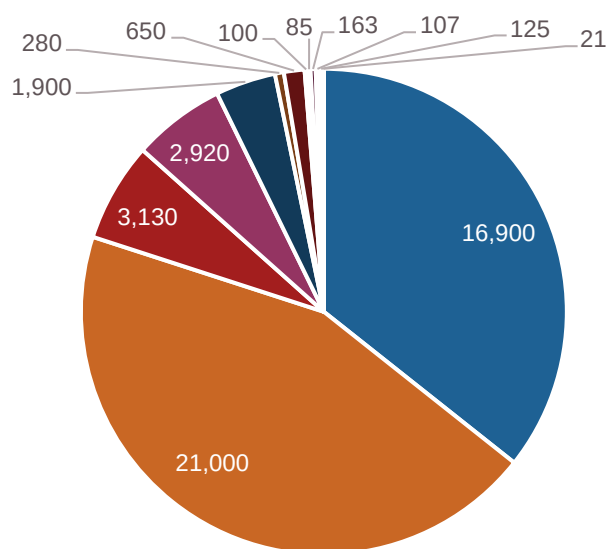
TLAP contributions to
national policy development

24

TLAP event presentations

SCIE's impact in numbers: other

e-Learning course	Delegates
Infection control (free)	21,000
Dementia awareness (free)	16,900
Personalisation (free)	3,130
One-page profiles (free)	2,920
Quality improvement in social care (free)	1,900
Reablement for care workers (free)	1,300
Advocacy under the Care Act (free)	1,000
Organisational change in social care (free)	280
Safeguarding adults	650
Mental Capacity Act	100
Deprivation of Liberty Safeguards (DoLS)	85
Making sense of SEND!	163
Care certificate	125
Tackling child sexual exploitation	107
Child neglect	21
Total (12,600 in 19/20)	52,000



Social media	Followers
Twitter	42,500
LinkedIn	17,800
Facebook	9,600
YouTube	8,200
Total (65,000 in 19/20)	78,100

Our impact

The COVID-19 pandemic made 2020/21 one of the most difficult, challenging and traumatic years in living memory. As many people struggled to get safely through the day, it put extreme pressure on our health and social care services and at times there were concerns that the NHS and the social care sector would buckle under the pressure. At SCIE we did our best to respond to these challenges and it was a measure of the Department of Health and Social Care's confidence in us that it funded SCIE to disseminate COVID-19 guidance to the social care sector. SCIE also continued to offer the sector vital, relevant and influential advice to ensure we had serious impact and remained at the heart of social care support.

We are working to deliver our three-year strategy to achieve fairer and more equal social care and challenge the structural inequalities in our society. Our strategy focuses on three outcomes:

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

Did we achieve our key 2020-21 deliverables?

Write 30 published articles in leading journals and newspapers on key policy issues facing social care	✓
Host and deliver 20 webinars on key issues facing social care, integrated care systems and care providers with over 5,000 attendees.	✓
Apply for further funding from DHSC to deliver phase 3 of the Social Care Innovation Network, and publish and widely disseminate improvement tools on commissioning, self-directed support and asset-based areas.	✓
Conduct a literature review of the evidence that exists on factors leading to abuse in care homes in Northern Ireland.	✓
Support Social Care Wales to adapt and develop internal ways of working, particularly through collaborative work with partners to positively influence social care services in Wales.	✓
Lead a new commission for housing and the future of care and support and produce a policy position paper by November 2020 and best practice case studies by April 2021	✓
Support at least one council to develop and deliver a new co-production vision and plan for adult services	✓
Complete and publish independent pilot safeguarding audits of Catholic Church dioceses	✓
Deliver well-received training in co-production to all management staff in Barnardo's	✓

Have over half a million unique visits to the DHSC-funded COVID-19 resource hub by April 2021	✓
Develop, pilot and launch with University of Birmingham a new national strengths-based leadership learning module for practice leaders across adults and children's social care	✓
Deliver a consultancy adult social care improvement project to five local authorities	✓
Help over four million visitors to improve their knowledge and deliver better social care through our websites and digital resources	✓
Increase information held by Social Care Online, the UK's largest database of information and research on all aspects of social care and social work, to over 180,000 records	✓
Launch new e-learning courses on advocacy, reablement and SEND, and re-promote our course on the Care Certificate	✓
Establish the TLAP Insight Group to capture COVID-19 experiences of people who access care and support and carers, and publish recommendations	✓
Through the TLAP programme, establish a 'Reimagining self-directed support' group comprising local and national organisations and people with lived experience to work with DHSC policy colleagues to ensure Direct Payment (DP) guidance responds to the specific issues raised by DP recipients	✓
Through the TLAP programme, publish 40 case stories and five blogs to document the ways in which providers and commissioners are positively changing practice to respond to COVID-19	✓
Establish an equalities, diversity and inclusion team to steer the organisation in tackling structural inequalities	✓
Review our current pension arrangements to consider viability and future options	✓



Driving improvements in social care practice locally

Improving practice locally is one of our three strategic priorities, and we have made significant progress this year in delivering on our goals.

A key strand of our strategy has been the development of a local government improvement programme, and this year, we have taken great strides towards supporting.

This year we established a new national reference group, chaired by Iain MacBeath, Strategic Director for Health and Wellbeing at Bradford Council, which meets quarterly to provide challenge and guidance to SCIE on how we develop a programme of work with local authorities. This group has helped us identify five areas of support which we offer to local authorities:

- Working with leaders and practitioners to develop strengths-based practice which delivers impact
- Using data to drive better decisions and prevent demand escalating
- Developing system-wide, outcome-focused commissioning
- Helping organisations recover financially from COVID-19
- Optimising the use of technology to drive better care.

This year our training programme was somewhat disrupted by COVID-19, reducing our ability to undertake face-to-face training. However, in March last year we were able to shift all of our training online, and still completed a large number of training programmes for clients across the local public services. One such example was the delivery of a training programme jointly with the Tavistock and Portman NHS Trust to care workers in Kingston to help them recover from the trauma of the pandemic and rebuild their wellbeing.

As a leading provider of learning and development to the sector, SCIE also continues to grow its learning and training offer to local organisations and practitioners, training over 6,000 practitioners this year.

Key highlights

- We have supported over 10 local authorities with developing and embedding strengths-based practice, utilising our Practice with Impact methodology.
- We have developed [Unlocking the potential of adult social care: Critical review tool](#) to support leaders in local authorities and partners with responsibilities for adult social care to critically assess their ambitions, strengths, and development areas in relation to becoming a strengths-based care and support system.
- The development of Eligibility determination under the Care Act 2014 e-learning course will help local authority staff to understand what they need to consider for an adult with care and support needs.
- We are working with many boroughs to help them improve social care practice and embed strengths-based and personalised approaches.

- London Borough of Barking and Dagenham has appointed SCIE to review its early help services and develop a new target operating model for early help and a practice model.
- In early January 2021 we launched a new e-learning course, Reablement for care workers. Reablement is an important element in the Government's prevention agenda, which is aimed at keeping people as independent as possible for as long as possible. Since launch, 1,300 people have studied the course.

Case study: Developing strengths and outcomes-based practice in Bromley

London Borough of Bromley commissioned SCIE to:

- develop a strengths and outcomes-based framework to encourage practitioners to start with people's strengths and assets rather than their problems or deficits, and work with them to develop solutions to the challenges they face
- test and develop new strengths-based ways of working including forms and processes to support strengths-based practice.

SCIE started by interviewing practitioners to gain a better understanding of the challenges and opportunities for new strengths-based ways of working.

Phase 2 involved running collaborative working groups with practice teams on specific aspects of practice, including exploring the issue of how Bromley develops a strengths-based first contact with people and strengths-based reviews of existing care and support packages.

Finally, we supported Bromley to develop and launch a new practice framework for strengths- and outcomes-based practice in adult social care in Bromley. It has now been rolled out, along with the changes to practice which were developed through this project, leading to more efficient and outcome-focused practice.

Case study: Developing the Leaving Well digital tool for care leavers

Leaving Well was launched by Social Finance in 2014 to improve the life outcomes for young people leaving care. Leaving Well is a digital tool which aims to give young people voice and agency in their plans for their future, by providing a platform to collaborate on their pathway plan and communicate with their social worker. Social Finance is a not-for-profit organisation that works with partners to tackle social problems in the UK and globally.

Social Finance partnered with SCIE in late 2020 to:

- promote thinking in response to a 'Where next?' question for its development of the model.
- work with local authorities and other partners to appreciate the potential benefits of Leaving Well in practice through the experience of identified pilot sites.
- suggest some criteria for use with local authorities and providers interested in improving the experience of young people in the Leaving Care phase of their growth to adulthood and independence.

The revised version of the tool has now been launched and will be developed with a much wider range of local authorities over the coming year.

Case study: Strengths-based practice leadership programme – a joint initiative with Birmingham University

This new programme from the University of Birmingham and SCIE will support practice leaders to demonstrate leadership through engaging with academic insights, critically reflecting on their own leadership, and developing a community of practice with their peers. The first cohort has been funded by the West Midlands Teaching Partnership and is only open to employers who are a member of the Teaching Partnership. The programme has a blended design founded on principles of adult, reflective, community, and action-based learning theories. It includes the following learning activities:

- Core content is predominantly delivered through digital resources
- Participants come together virtually or in person for peer-reflection, support and challenge
- Learning groups provide a safe forum for participants to discuss their experiences and what can be learnt
- Use of stakeholder feedback and other forms of data to support self-reflection on leadership behaviours
- A practical improvement project to explore leadership strengths and apply learning whilst making a practical difference.

Case study: Strengths-based practice with impact in London Borough of Barking and Dagenham

London Borough of Barking and Dagenham commissioned SCIE to support its adult social care services to further embed its Adult Social Care Practice Framework.

It completed a qualitative and quantitative whole-system diagnostic by implementing SCIE's new Practice with Impact methodology, to explore frontline practice and the key enablers supporting strengths-based approaches.

SCIE engaged with a cross section of stakeholders across adult social care, including frontline practitioners, senior leaders, direct partners and people with lived experience. Findings were then triangulated with local performance data, strategies and wider benchmarking and examples of good practice from around the country.

The final stage will result in a co-developed set of priority improvement areas, with recommended solutions co-designed with the service, leading to a robust case for change and a council-owned, next-steps roadmap.

Case study: Care Act audit in Southampton City Council

As part of its continuous improvement, Southampton City Council asked SCIE to review its adult social care and mental health policies, procedures and practice to determine the level of adherence to Care Act 2014 principles and duties, and to identify areas of strength and improvement.

SCIE worked with Council staff to develop policies and procedures, including relevant legislation, good practice, case studies and practice tips. SCIE also completed a practice framework and a training plan for a learning and development programme in strengths-based practice.

The work was informed by multiple interviews and group conversations with Southampton City Council staff from various departments and levels, and the reading of previous reports, policies, performance reports and other sources of information.

The final report highlighted the strong areas in social care practice in Southampton, the areas for improvement and recommendations to continue delivering quality outcomes for residents.



Influencing better policy and practice nationally

SCIE has continued to strengthen its policy influencing work. The impact of COVID-19 on social care has been devastating, and with the sector under enormous financial pressure, SCIE feels it is time to increase the amount it says on behalf of the sector to influence a positive direction for social care. To build a stronger consensus and voice for social care, this year SCIE's Chief Executive convened a new social care leaders' group, bringing together the Local Government Association (LGA), Think Local Act Personal (TLAP), Care Quality Commission (CQC), Association of Directors of Adult Social Services (ADASS), and Skills for Care to share information and seek to align messages. In March this year, SCIE joined up with ADASS, and organisations speaking for more than 10 million people who have care and support needs, to publish a united call on ministers about our disappointment that funding for social care was not prioritised in the Budget. At the time, SCIE Chief Executive Kathryn Smith, said:

'We have joined with a number of other organisations to express our disappointment that social care funding was not prioritised in the Budget. The Government's promise to fix social care must be fulfilled so that the reform that the sector badly needs is prioritised. Sticking plaster funding is not the answer. A sustained increase in funding is needed now to stabilise the care system, particularly with the impact of COVID-19; we call on the Government to publish its proposals for the future of adult social care before the summer parliamentary recess.'

Supporting the sector during COVID-19

The most significant contribution SCIE has made to national policy and support has been around COVID-19. As part of the COVID-19 Action Plan for Adult Social Care, we were commissioned to develop a range of guides, improvement tools and support for the sector. As a result of this commission, SCIE established a new COVID-19 hub, which has received more than 600,000 visitors since March 2020 and contains over 1,800 resources. The hub includes:

- guides to support social workers
- guides on safeguarding
- a joint guide with Alzheimer's Society on dementia and safeguarding
- tools to support practitioners tackle domestic violence
- commissioning guides and resources
- e-learning on infection control
- care home resources
- home care resources
- day care re-opening guidance.

The hub continues to develop and we will continue to ensure that the hub reflects the changing threat posed by the pandemic, including updating guides where necessary.

Developing a vision for an asset-based area

This year, SCIE and our partners Shared Lives Plus and Think Local Act Personal (TLAP) completed phase 2 of the Social Care Innovation Network (SCIN). This partnership is funded by the Department of Health and Social Care. Its purpose is to examine and promote innovative approaches to social care. SCIN has brought together councils and organisations that provide care and support to people, citizens and national bodies to work collaboratively and creatively, to push the boundaries of what is possible in growing innovation. In June 2020, a number of phase 2 products were launched, a co-produced version 2.0 of the asset-based areas model which provides a self-awareness tool and offers ten points and behaviour changes for people with power, workers/volunteers and citizens.

Ten asset-based area commitments

- We have a clear, shared story about how we work and what we want to change.
- We are always looking for, connecting up and investing in community assets.
- We co-design with people who use services and groups who miss out.
- At work we can be ourselves, connect, be creative and act.
- We make systems and services simple and human, so that people stay in control and can make choices.
- Wherever we can we plan and act early, assess later.
- We co-commission a wide range of local enterprises and back entrepreneurs and innovators.
- We plan and organise with the neighbourhoods, communities and groups that people feel they belong to.
- We share power, resources and risks fairly and openly, learning when we get things wrong.
- We use shared measures of wellbeing, resilience and equality

Key highlights

The Department of Health and Social Care commissioned SCIE to undertake a rapid evaluation of the impact of the Discharge to Assess policy on health and care systems including on people with lived experience:

- We published a new report commissioned by the NHS Leadership Academy, *How might leadership roles evolve in integrated health and care systems?* It explores some of the implications of the Long Term Plan and its supporting plans on leadership within local health and care systems, the roles that may emerge over time, and what knowledge, skills and support leaders need in the future.
- We published a toolkit drawing on the experience of the Macmillan Local Authority Partnership (MLAP) programme, which SCIE and our partners SQW evaluated, to support practitioners to implement a person-centred, integrated approach to providing care and support to people affected by cancer (PABC).

- We published a paper with the NHS Confederation on the future of place-based integrated care, which explored the role of leaders in shaping local place-based partnerships in collaboration with local citizens.

Case study: Beyond COVID – New thinking on adult social care

SCIE started a programme of engagement with the sector and analysis to determine what kind of future we needed for social care after the COVID-19 crisis.

We called this programme, *Beyond COVID: new thinking on the future of adult social care*. Its specific aims were to:

- explore the impact of COVID-19 on the sector, both negative and positive, and draw out lessons and implications for social care reform
- examine what we needed to improve social care in the future once we emerged from the worst of the pandemic
- produce recommendations that explore what kind of sector we want after the crisis, and what the priorities are for reform.

SCIE produced a position paper showing the findings of the programme. It is based on an analysis of a series of essays we commissioned from sector leaders, a roundtable which the Minister of State Helen Whately MP attended, and an analysis of SCIE's own work in support of sector improvement.

The paper called for three strategic shifts:

- To shift the sector from surviving hand-to-mouth, to the point where it has long-term and sustainable funding
- To shift investment and focus away from remedial and acute services, towards community-centred preventative models of care, support, housing and technology
- To shift the workforce away from low pay, low recognition, and poor conditions, towards higher pay, better conditions and parity of esteem with the NHS

Case study: Commission on the Future Role of Housing with Care and Support

The Commission on the Future Role of Housing with Care and Support was launched in October 2020 and will consider how we develop the right housing that facilitates care and support for older people who can no longer live independently in their own home.

The Commission is funded by the Dunhill Medical Trust and chaired by Rt Hon Paul Burstow, David Pearson CBE & Professor Julianne Meyer CBE; with SCIE providing the secretariat. The Commission will produce a vision and roadmap for housing that facilitates care and support.

The Commission's report sets out the vision for the future landscape:

- **In the right place:** People should be able to access housing that facilitates care and support in both a place they want to live and a community with which they identify
- **Promoting independence**

- **Person-centred and relationship-centred** that focuses on relationships between residents, relatives, and staff and between care homes and their local communities and the wider health and social care system
- **Strengths-based**, starting with people's strengths not with any limitations they may have due to age, illness, or disability
- **Enable people** to have choice and control in relation to a broad range of options for housing that facilitates care and support, regardless of the economic resources at their disposal or where they live in England.
- **Promotes equality**
- **Keeps the workforce fit for purpose**
- **Promotes co-production and shared decision-making.**

Further analysis and recommendations about the future shape of housing will be made in the Commission's final report planned for late 2021.

Case study: Delivering actions 8 and 9 of the Universal Personalised Care (UPC) comprehensive model

The Coalition for Personalised Care asked Community Catalysts to take forward a programme of work to support the delivery of actions 8 and 9 of the Universal Personalised Care (UPC) comprehensive model. These actions focus on the recruitment and training of social prescribing link workers and helping build the capacity of communities to support the wellbeing of local people.

The purpose of this work was to help the health sector understand the different link workers and align capacity-building activities in local places to deploy limited resources most effectively, and to add value.

As part of this work, SCIE was asked to explore how we build better alignment between the NHS and wider partners in developing community capacity and effective social prescribing services.

Key findings of the work included:

- **Start where the energy is** and build on existing partnerships - don't invent new structures when you already have these working well and in place
- Ensure that there are representatives from the voluntary, community and social enterprise sector (VCSE) and community-based organisations on **all strategic decision-making partnerships**
- Effective place-based leaders are moving their **thinking beyond traditional health and social care** to develop a shared understanding of their combined resources and assets
- Develop a **clear framework and set of guiding principles** for the scope of work and decision making at each level of the wider health and social care system
- **Ensure that contracts and grants require investment in volunteering.** Involve local citizens and communities in the governance and decision making on community-strengthening activities, especially people with lived experience.

Local systems leaders emphasised the need to develop and **agree locally a common set of measures** for measuring the impact of community-strengthening activity and social prescribing.

Case study: Launching an IMPACT centre

SCIE and the University of Birmingham are part of a consortium of key stakeholders across the UK, to develop IMPACT (Improving Adult Care Together), to put evidence into practice to promote and maintain people's independence and wellbeing.

IMPACT is funded by the Economic and Social Research Council (ESRC), part of UK Research and Innovation, and the Health Foundation.

IMPACT will:

- help people working in adult social care, carers, and the people they support make better use of high-quality, practice-based evidence to support innovation in adult social care
- build capacity and skills in the adult social care workforce
- help develop sustainable and productive relationships between all of those working across adult social care
- improve our understanding of what helps or hinders when putting evidence into practice.

Over the coming years, SCIE will provide insights and expertise on everything from co-production through to research and evidence use expertise, to shape IMPACT's priorities and operations.

Case study: TLAP Insight Group: A Telling Experience

TLAP brought together 25 partners and allies including people with lived experience, to understand the impact of COVID-19 on people accessing care and support (including unpaid carers) during the first wave of the pandemic. The TLAP Insight Group undertook a rapid evidence review to collect and analyse research, data and intelligence. Its findings were published in October 2020. The report, *A Telling Experience*, garnered significant national attention and set out a number of recommendations to support future practice.

This was followed up by meetings with nine regional ADASS branches leading to rich and insightful reflections on lessons learnt from the COVID experience. As one direct outcome, TLAP provided advice to the West Midlands ADASS region on strengthening co-production at the regional level. The issues identified contributed to TLAP's work programme for 2021/22.

Supporting the development of self-directed support

TLAP brought together direct payment holders and organisations that support the delivery of direct payments. The end result was guidance that responded to the specific issues and anxieties of direct payment recipients, including those who employ their own PAs. The group has continued to work co-productively with the DHSC.

Whilst continuing to help shape government policy and guidance on responding to COVID, the group extended its reach and impact to identify ways of improving the management and delivery of direct payments. It played a major role in taking the learning from COVID forward by co-producing a new TLAP resource, *Direct payments: working or not working?* and by

contributing to a joint project between TLAP, the LGA and ADASS to reduce unnecessary process and improve efficiency in the oversight of direct payments (forthcoming).

Case study: TLAP Re-Imagining Self-Directed Support

At the onset of the pandemic the DHSC worked with the care and support sector to produce urgent guidance. Direct payment recipients and personal assistants (PAs) did not feature in the initial response and TLAP worked hard to raise their profile.

Case study: Delivering for Social Care Wales

Having already been commissioned to deliver a multi-year programme of work on the use of evidence in social care in Wales, SCIE was well placed to design and implement a project to identify key recommendations for supporting the use of evidence in social care in Wales during the COVID-19 pandemic.

SCIE undertook a range of research activities, including stakeholder mapping and a series of interviews and group discussions with users of evidence to inform Social Care Wales as it looked to provide resources, information, and signposting for the sector in response to COVID-19.

We used our expertise in undertaking research and experience of policy and practice networks, co-production and knowledge mobilisation to produce a report, briefing document and set of recommendations to enable Social Care Wales to respond to the immediate needs of the sector arising from COVID-19; to identify what the sector wants and needs (both in terms of user groups and topics), and to support recovery.

Case study: Delivering for the Department of Health Northern Ireland

The Department of Health Northern Ireland asked SCIE to identify and summarise evidence on the issue of why there are numerous occurrences of people working in care homes who abuse residents, not only in Northern Ireland but globally.

SCIE undertook a rapid evidence review to understand the contributing factors which allow abuse, neglect, or exploitation of residents to occur in residential settings.

Our final report outlined and summarised the evidence, supporting the Department of Health to take an informed approach to next steps. As the project progressed, SCIE was asked to complete a supplementary review looking at the specific issue of resident-to-resident harm, producing a report of the evidence.

SCIE will be working closely with the Department to disseminate the report and summary findings to stakeholders in Northern Ireland. We are also using the findings of the reports to work with the Department of Health to produce practical tools and resources for use in practice to support better safeguarding within residential settings.

Case study: Co-production COVID-19 materials

When developing resources for the sector, SCIE believes in the importance of working in a co-productive way with experts with lived experience alongside social care professionals.

The DHSC asked SCIE to develop resources to support adult social care professionals respond to COVID-19. This presented us with a challenge of how to co-produce effectively during COVID-19, when we needed to produce the resources incredibly quickly. Everyone was still getting familiar with online work, and we could not meet face to face.

SCIE and a broad group of people with lived experience worked together to identify what was practical from the co-production point of view. We also considered how to avoid overwhelming individuals who were already dealing with quite a lot. By being honest and listening to all parties, we agreed a way forward that while not pure co-production, did ensure people with lived experience were able to contribute to the different resources in a way which worked for those individuals. This led to the creation of a very helpful and heavily utilised set of resources enabling the sector to respond to COVID-19.

Case study: Co-production festival

In 2015, SCIE created an annual co-production week that has developed into a fantastic annual event where individuals and organisations celebrate the value and benefits of co-production. In the face of COVID-19, this year we had to do things differently and moved the festival online.

We kicked off the week with a welcome introductory video and highlights included a co-production week webinar hosted by people with lived experience which had almost 350 people tune in to the live version. There were blogs, which were also published by the DHSC, a sold-out online workshop, a podcast, along with a film on the social model of disability which was put on SCIE's website.

We took the opportunity to celebrate co-production, promoting a new co-production report we developed with Oxfordshire County Council, and a great new practice example from Hammersmith and Fulham. There were also several posts on #CoProWeek, sharing stories of good co-production or challenges that had been faced during the previous few months, including contributions from national organisations recognising the challenges but also the difference co-production makes to us all.

Case study: About delivering safe, face-to-face adult day care

The loss of, or reduction in, day care services during the COVID-19 crisis has been hugely challenging for people who use the services and their families and carers. Working with the DHSC, SCIE produced this guide for social care commissioners, providers, and managers. It applies to community-based day services (with and without personal care), including specialised day centre environments, and those with provision in outdoor spaces. Day care services for adults support meaningful activities for the people who take part.

The guide offers practical information for people working in day care centres including infection prevention and control and protective equipment, and guidance on re-opening after lockdown and risk assessments. We work closely with the DHSC and Public Health England to regularly update it and ensure it remains as relevant and useful as it could be. To raise awareness of the guide SCIE held a webinar in March to provide real life practical examples of services re-opening and to give an opportunity for providers to ask questions, which are now being responded to by SCIE and the DHSC.

Case study: A review of Discharge to Assess

Discharge to Assess is a crucial Government policy which SCIE was asked to review by the DHSC. Our review included interviews from 35 key stakeholders and was turned around in under two months.

We found that the Discharge to Assess policy has made a difference to people's lives after a hospital stay. The policy's emphasis on discharging as many people as possible to home, when clinically appropriate, is clearly supported by national and local stakeholders. The main

criticism of Discharge to Assess is its primary use as a tool for bed capacity management in acute care. This is understandable in light of the emergency measures at play when it was introduced in March 2020. Healthcare leaders and government policy makers were rightly worried that the NHS might collapse from unprecedented demand.

However, in our review, stakeholders argued for a return to the policy's original intent to support people's recovery and reablement at home or in the community with some concerns that the policy was being driven by a clinical model of care, rather than considering the holistic needs of people, many of whom are experiencing vulnerability and may have complex care needs.

Following the review, we are working with the DHSC to take forward our recommendations to help improve the implementation of the policy and to share learning between areas about effective implementation.

Case study: SCIE's essential e-learning

SCIE continued to grow our indispensable e-learning catalogue to support people working in health and social care to provide better care outcomes. The COVID-19 pandemic has put a new focus on this learning approach, and its benefits, as managers and frontline staff looked for alternative ways to continue their continuing professional development (CPD) through these difficult times. This year 52,000 people have studied our e-learning courses.

SCIE's Infection control course, launched in response to the start of the pandemic, was particularly pertinent and timely. This video-based course for care providers in care homes and home care teaches about the spread of infection and what care workers can do to protect both themselves and the people they care for.

Later in the year SCIE launched Making sense of SEND! This CPD-accredited foundation course is aimed at professionals working with children and young people with special educational needs and disabilities (SEND) up to the age of 25. SCIE produced this course with the London Boroughs of Enfield, Lambeth and Southwark.

This year we also launched new courses on reablement for care workers, advocacy under the Care Act and child neglect, all of which have received very positive feedback.

Our existing courses continue to be well used and well received by the sector too, including our Dementia awareness course which raises the awareness and skills of care staff who work with people with dementia. It aligns with Tier 1 of the National Dementia Training Standards Framework, which is a requirement for all staff working in social care.



Supporting better safeguarding everywhere

Improving safeguarding everywhere is the third of our strategic priorities and we have again made significant progress over the past year in meeting our objectives to support those who keep adults and children safe, and to develop and broaden our offers.

The past year has presented many challenges to those seeking to safeguard children and adults and both shone a light on, and created additional risks for individuals. However, it has also been a time that has allowed for much passion and creativity in safeguarding across the sector; to do things differently, to do things better and to maximise opportunities for collaboration and multi-agency working that the pandemic has created.

We have been pleased to be able to support learning and improvement of safeguarding **preventatively** through our organisational safeguarding audits, as well as **reactively** after safeguarding incidents have been identified, both incidents where someone has been harmed through abuse or neglect, and incidents involving organisational failings in keeping people safe. Our expertise across children and adults safeguarding, and the robust systems approach of our Learning Together methodology for audits and incident reviews, has seen clients turn to SCIE as a trusted pair of hands at difficult moments, including after high-profile incidents or when significant risk has been uncovered, requiring involvement of the Charity Commission.

Safeguarding incident reviews

Our tried-and-tested Learning Together 'systems' approach for incident reviews continues to support commissioners to be able to 'hold a mirror up to themselves' and identify both enablers and barriers to timely, effective, person-centred safeguarding work. Customers have highlighted the learning that occurs through the process creating ripples of organisational change, ahead of the practical, action-focused report highlighting systemic weaknesses that need tackling.

This year we have predominantly supported Safeguarding Adults Boards. We have generated learning to inform partners' improvement work in relation to a wide range of people and circumstances including:

- Older individuals who have had a lifetime of hoarding, that they do not see as problematic, but has left them isolated and with diminishing useable space in their homes and increasing risks, including of risk of fire, when they also face the onset of new health conditions and often the comorbidity of issues
- Care-experienced people with chronic trauma and distressed behaviours of concern transitioning to adulthood and adult services
- People with behaviours often described as challenging placed in assessment and treatment units including autistic people sometimes with learning disabilities and/or other co-existing conditions
- Children victims of fabricated and induced illness (FII) by proxy transitioning to becoming young adults with FII.

We have conducted reviews using SCIE inhouse reviewers, provided supervision and quality assurance of independent reviewers and provided training to develop internal capacity and expertise.

Our support to Safeguarding Adults Boards (SABs) has also included adding new 'tools' to a toolbox of approaches to and supports for incident analysis.

Key highlights

- **Safeguarding Adult Reviews (SAR) In Rapid Time model.** As part of the DHSC COVID plan for social care, we developed with the SAB Independent Chairs Network a new SAR In Rapid Time methodology and analytic supports. This has proved a flexible tool which enables SABs to commission and conduct SARs with a clarity of purpose about getting 'underneath' any practice problems identified, to understand what is preventing practitioners from doing what they need to do to better to safeguard people they work with. It also provides a model for conducting reviews that requires least budget resource and capacity demand, in which learning can be turned around as quickly as possible
- **SAR Quality Markers refresh.** Building on the first national analysis of SARs, a refresh of the SAR Quality Markers is underway
- **National SAR library.** A key mechanism for sharing learning from SARs, we have been pleased to re-open discussions with the DHSC about progressing SCIE's work to establish a national library where people can search and find relevant learning from all SARs.

We have also extended our reach to support for learning and improvement via safeguarding incident reviews to other sectors including Local Child Safeguarding Partnerships, universities, charities and police and crime commissioners.

Key highlights

- **Organisational incident reviews for assurances to the Charity Commission.** Development of a model for, and subsequent delivery of, institutional safeguarding incident reviews for two large charities
- **Using data from statutory reviews to reduce serious violence.** A thematic analysis of Safeguarding Adult Reviews, Domestic Homicide Reviews, Mental Health Homicide Reviews and Local Child Safeguarding Practice Reviews to inform a regional strategic violence reduction plan
- **Policy for Student Death Reviews.** Writing a new policy for a university to enable effective learning and improvement.

Safeguarding audits

One key area of this innovation and growth that has seen much success this year is the wider reach into the charity and education sectors and expansion of our unique and leading Learning Together methodology for systems thinking in safeguarding audits. We have further developed our tried-and-tested tools and approaches to enable us to respond to the growing needs in both these sectors for assurances and improvement support in safeguarding. This has been positively received across the sector and we have seen significant growth in demand for this support throughout the past year.

'Thank you very much for sight of the draft report. I am very pleased that it provides a comprehensive, perceptive and insightful analysis that fully justifies the investment made in commissioning it.

I feel that we have undertaken a seminal and ground-breaking study for the charity sector and, in slower time, would like us to share the methodology and generic findings with our sister charities...'

Key highlights

- **Safeguarding audits for education.** Successful development and piloting of our education safeguarding audit programme for multi-academy trusts, and delivery of two subsequent audits
- **Safeguarding audits for charities.** Delivering over 10 safeguarding audits for large national and international charities across a range of sectors including armed forces support, social care and healthcare
- **Safeguarding audits for faith groups.** Delivering a programme of independent audits of Church of England cathedrals across England; Catholic diocesan safeguarding audits for the Bishops Conference of Scotland.

We partnered with the National Lottery Community Fund and the Department for Digital, Culture, Media and Sport to deliver a programme of safeguarding training and support to both voluntary organisations including user-led and faith-based groups.

Key highlights

- Established two reference groups comprising experts within the field, including those with lived experience
- Developed and piloted a safeguarding framework and checklist for user-led organisations
- Delivered training and webinar opportunities for faith organisations on topics such as survivor engagement, safeguarding for trustees and good practice in safeguarding children and adults attended and viewed by over 780 individuals working across the sector
- Produced bespoke resources to support the sector through the challenges raised by the pandemic and enable them to continue to meet the needs of the children and adults that they serve, accessed over 3,100 times.

Case study: Supporting safeguarding improvements in a charity through organisation audit

A large welfare charity with both UK and international activity commissioned SCIE to review and audit the safeguarding provision and function to:

- understand the effectiveness of the new safeguarding structure
- understand the extent to which there is a safe culture across the organisation's operations
- review the effectiveness of governance and quality assurance
- support senior stakeholders develop a refined strategic approach to safeguarding.

Adapting our approaches to deliver our methodology virtually, SCIE's audit team appraised a wealth of documentation relating to the procedures, policies and controls of safeguarding. This was followed by conversations with individuals in leadership positions within the charity to better understand the provision and the factors that are helping or hindering effective safeguarding. The third phase used focus groups and workshops to test and refine emerging themes.

Our final report identified systemic barriers and enablers, which the organisation considered a highly valuable learning opportunity. This led to subsequent work with the charity to develop a strategic plan for safeguarding growth.

Case study: Reviewing the effectiveness of safeguarding structures and provisions within a multi-academy trust and local authority children's social care

As part of our newly developed offer for multi-academy trusts, SCIE was commissioned by a large trust of primary schools to audit and review the central functions of the safeguarding provision, and support both it and a local authority to develop a model of collaborative support to inform the future approaches for safeguarding in education within the changing landscape of academisation.

In the first phase of the project, SCIE reviewed key documentation relating to governance, quality assurance and the role of the trust's safeguarding lead and held conversations with key senior stakeholders to understand the challenges and opportunities in the current structure.

In the second phase, we explored with over 40 headteachers and safeguarding leads of constituent schools how the trust's and local authority's role in providing support was enabling good safeguarding practice. This was triangulated with conversations with key strategic leaders within the local authority to establish a model of multi-agency support and collaborative working.

Case study: Organisational root-cause analysis for assurances to the Charity Commission

A large UK-based healthcare charity commissioned SCIE to deliver an organisational root-cause analysis and review in response to a failure in safer-recruitment policy and procedure that was subsequently reported to the Charity Commission.

We used our Learning Together methodology to bring both management and practitioner stakeholders together to identify emerging practice issues and systemic factors that contributed to the incident in question.

Our final report enabled the charity to take forward important development action and provide assurances to the Charity Commission as to the steps taken to meaningfully address the concerns identified.



Future plans

Looking ahead to 2021-22, SCIE will continue to deliver our essential work by maintaining our focus on three strategic outcomes. We will follow a number of principles to enable us to continue to grow and strengthen our internal capabilities and guide our work with partners and people who access care and support. These are:

Co-production

- We will work with several local authorities to develop local co-production arrangements which enable people access care and support to co-produce and design improved social care for today and for the future.
- We will seek to work with local integrated care systems and place-based partnership to build the voice of people and carers in the design and delivery of integrated health and social care.

Evidence and practice informed

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

Partnership work

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

A sustainable and secure SCIE

- We will operate effectively and cohesively, to make the most of our resources and further our charitable aims.
- We will invest in our people to retain our sector-leading expertise and ensure we are a great place to work.

Innovation

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

Key deliverables for 2021–22

Improving social care locally

- Work with over 15 different local authorities to help them improve their adult social care offer and demonstrate how they have improved outcomes and experiences for people who use services and carers.
- 100 per cent of our local authority partners will agree SCIE was critical in helping them think through the challenges and develop and execute a plan which was not just sustainable but greatly improved outcomes.

Influencing nationally

- Work as a partner and critical friend to government, responding independently and intelligently to new government policy, supporting, and advising on a range of national policy programmes, initiatives, and influencing guidance and practice.
- Celebrate the tenth year of the Think Local Act Personal (TLAP) partnership which works to promote personalisation and community-based approaches to care and support.
- Tackle inequalities by engaging in research and using our findings and existing evidence to influence policy, and to promote best practice.
- Produce high-quality research and evaluations which demonstrate what works and makes the difference in social care, promoting evidence-based good practice.

Nationally (cont)

- Deliver a new commission on the role of housing in the future of care and support funded by the Dunhill Medical Trust, which will revisit the findings of the 2014 commission.
- Have a clear theory of change and logic model setting out the difference we make and how we make it, showing a direct link between our research and evidence and emerging social care policy, improving the experiences of people accessing care and support.
- Sixty per cent of our partners will report that they are very aware of our work to improve national policy and practice.

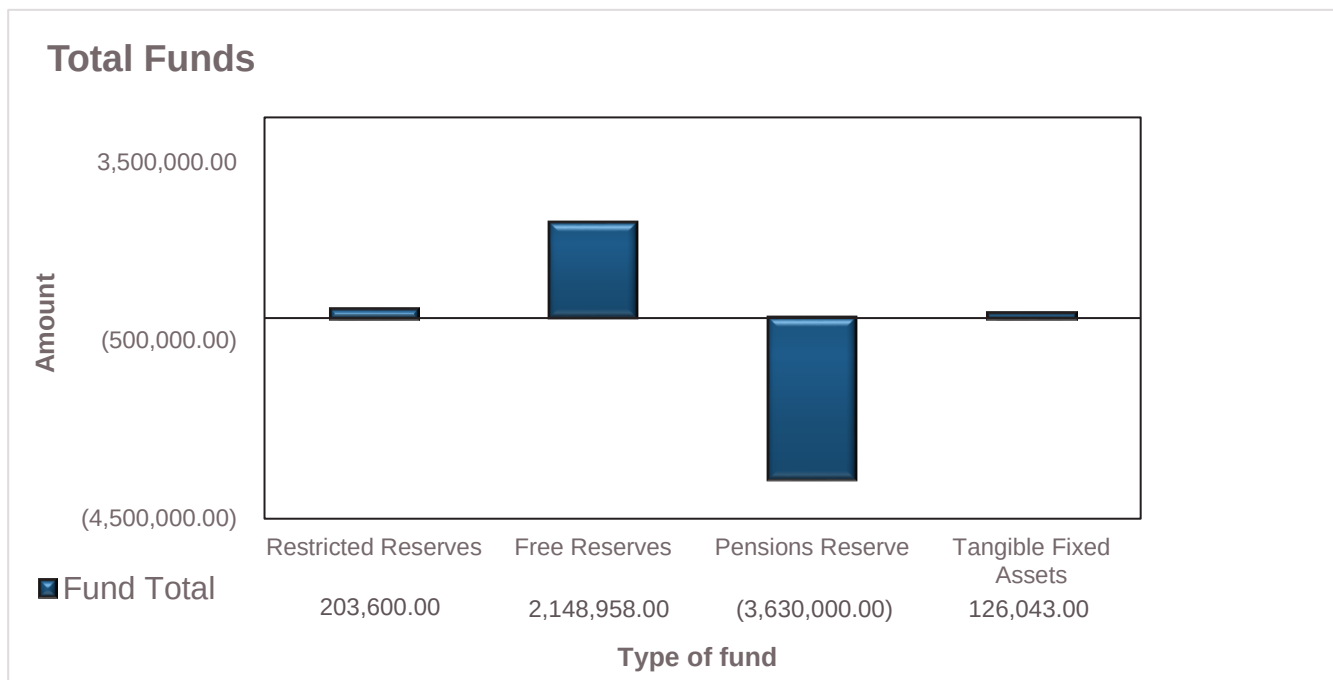
Supporting better safeguarding

- Expand our nationally recognised safeguarding offer of both case and institutional reviews and audits to support organisations and people to practice safely and keep communities safe working with a further eight organisations.
- Deliver safeguarding reviews in rapid time which enable the whole system to learn and act on a local incident, keeping more people safe.
- Eighty per cent of clients who have received safeguarding support from SCIE will report that they are very confident we have made their organisations/services safer.

Financial overview

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

Figure 1: Total funds



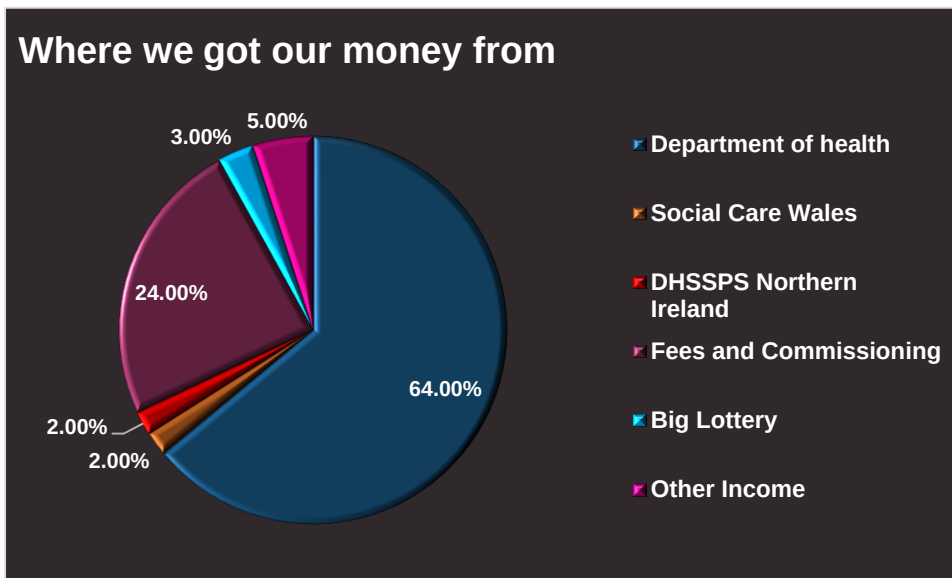
The balance sheet shows total funds to be in deficit by £1,151,399 at 31 March 2021 (2020 – deficit of £303,290). At this date, restricted funds amounted to a surplus of £203,600 (2020 – £450,173 surplus). These monies have either been restricted for use on specific projects or they comprise donations subject to donor-imposed conditions. Full details of these restricted funds can be found in note 12 to the financial statements together with an analysis of movements in the year.

£126,043 (2020 – £173,338) of the total funds is represented by tangible fixed assets held in unrestricted funds.

The actuaries have calculated SCIE's share of the deficit on the defined benefit pension fund at 31 March 2021 to be £3,630,000 (2020 – £3,078,000). For further information, see note 15 to the financial statements.

SCIE's remaining general funds (being unrestricted funds excluding tangible fixed assets but before the defined benefit pension fund liability) are 'free reserves' and total £2,148,958 at 31 March 2021 (2020 – £2,151,199).

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

Figure 2: Income

In our original budgeting and planning for the financial year 2020–21, we of course did not know that COVID-19 was going to hit. Once we became aware of this, we immediately began making contingency plans and re-thinking our strategy for the year ahead. We embarked on a restructure to save costs on an ongoing basis and to ensure we had the right posts in place to take us forward, we also moved many of our offerings online. Whilst we did lose some business as potential funders moved their attention to tackling the issues that COVID had presented them with, we also were able to turn our attention to supporting the COVID crisis using our expertise to provide guidance and support for the DHSC, meaning we gained income that had not originally been in plan. The outcome is that we were able to limit the impact of COVID in terms of reduction to our income, though clearly there was still an impact.

Constitution and governance

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102)
- make judgements and estimates that are reasonable and prudent
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

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

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

The Trustees are responsible for the maintenance and integrity of financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

SCIE's Board of Trustees

Up to 15 people are able to sit on SCIE's Board of Trustees. At the time of this report, the board had 13 members, including its Chair. In the event of the charity being wound up, members are required to contribute an amount not exceeding £1.

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

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

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

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

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

Trustee	Appointed/resigned	Audit and Risk Committee
Rt Hon Paul Burstow (Chair)		
Alex Fox		
Annie Hudson		
Clenton Farquharson	Appointed 21.01.2021	
Eustace DeSousa	Term ended 16.02.2021	Member
Jane Green		
John Grosvenor	Appointed 06.09.2021	
Katie Brennan	Term ended 06.09.2021	Chair
Margaret Lally		Member
Mark Atkinson		Member
Mary McKenna		Member
Dr Osmund Stuart		
Rachel Armitage		
Sean Holland		
Sue Gower	Term ended 11.05.2021	Member

Company secretary	Kathryn Smith
Chief Executive	Kathryn Smith
Deputy Chief Executive	Ewan King
Registered and principal office	83 Baker Street London W1U 6AG T: +44 (0)20 7766 7400 E: info@scie.org.uk W: www.scie.org.uk
Company Registration Number	04289790 (England and Wales)
Charity Registration Number	1092778
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Banker	Barclays Bank plc Public Sector Team Level 27 1 Churchill Place London E14 5HP

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

The financial statements for the year to 31 March 2021 have been prepared in accordance with the accounting policies set out on pages 45 to 48 of the financial statements and comply with the charity's memorandum and articles of association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Structure

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

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

Key management personnel

From 1 April 2020 the key management personnel are the Trustees together with the Chief Executive and the Deputy Chief Executive. The salaries of the staff members of key management are reviewed on a triennial basis through external benchmarking. Payments made to Trustees are set out above with all such payments being approved by the Board, those receiving such payments absenting themselves from such approval.

Employees

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

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

Co-production Network

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

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

Key risks

The Audit and Risk Committee regularly review the strategic risk register and have identified key risks and their mitigation. These include:

SCIE's costs exceed our income

Mitigation: There is an ongoing piece of work underway to ensure better monitoring and reporting of our costs against income. We have agreed an exit from our office lease during the next financial year and continue to review additional overhead costs, including potential changes to our pension scheme. We have been undergoing a consultation with our staff team to review and change a number of our terms and conditions, including consulting on exiting our pension on a deferred debt basis and transferring staff to the pension with Atlas Master Trust. New staff commencing since May 2020 have joined our new pension scheme with Atlas Master Trust. We have been taking advice through Hymans Robertson Financial Consultants during this process.

We are reducing costs through greater use of inhouse resources on projects and more closely monitoring pricing and contribution at an individual project level as well as at a business level.

COVID-19 continues to hamper commercial operations

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

Policies

Reserves policy

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

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

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

The level of free reserves was £2,148,958 at 31 March 2021. The Trustees believe that this level of free reserves is adequate but not excessive and that it is consistent with the reserves policy above. The current free reserves provide a solid foundation to support SCIE's transformation by enabling investment in the development of its commercial offer, diversification of sources of income, and in meeting its future liabilities.

Fundraising

To support the sustainability of the charity, income generation from new sources is being developed and in November 2020 a new Fundraising Manager was recruited. The fundraising manager is supported by a Fundraising Reference Group and Ethics Committee to ensure adherence to the charity's values. No external professional fundraisers work on behalf of SCIE. SCIE complies with best practice advised by the Charity Commission and utilises a donation acceptance policy to support its ethical collaboration statement.

The charity aims to achieve best practice in the way in which it communicates with donors and other supporters. The charity takes care with both the tone of its communications and the accuracy of its data to minimise the pressures on supporters. It applies best practice to protect supporters' data and never sells data, it never swaps data and ensures that communication preferences can be changed at any time. The charity manages its own fundraising activities to react to and investigate any complaints regarding its fundraising activities and to learn from them and improve its service. During the year, the charity received no complaints about its fundraising activities.

Investment policy

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

The charity's assets

Acquisitions and disposals of fixed assets during the year are recorded in the notes to the financial statements (see note 8).

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

**Paul Burstow**

Trustee

Approved by the Trustees on: 18 November 2021

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

Opinion

We have audited the financial statements of Social Care Institute for Excellence (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its income and expenditure for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures can detect irregularities, including fraud is detailed below.

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations
- we identified laws and regulations applicable to the charitable company through discussions with management, and from our commercial knowledge and experience of the sector
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, the Companies Act 2006, Financial Reporting Standard 102 (FRS 102) and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships
- carried out substantive testing of expenditure including the authorisation thereof
- tested journal entries to identify unusual transactions
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation
- reading the minutes of trustee meetings
- enquiring of management as to actual and potential litigation and claims
- reviewing any available correspondence with HMRC and the company's legal advisors.

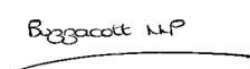
There are inherent limitations in our audit procedures described above. The more removed those laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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



28 November 2021

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

Statement of financial activities: Year to 31 March 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	Unrestricted funds £	Restricted funds £	2020 Total funds £
Income from:							
Short-term bank deposits							
. Interest receivable		318	—	318	12,429	—	12,429
Charitable activities							
. Contracts, grants, service level agreements and fees receivable	1	1,521,783	3,105,884	4,627,667	2,705,892	2,531,201	5,237,093
Total income		1,522,101	3,105,884	4,627,985	2,718,321	2,531,201	5,249,522
Expenditure on:							
Charitable activities							
. Provision and dissemination of knowledge and good practice in social care	2	1,280,676	3,974,418	5,255,094	3,657,167	2,553,593	6,210,760
Total expenditure		1,280,676	3,974,418	5,255,094	3,657,167	2,553,593	6,210,760
Net income (expenditure) for the year		241,425	(868,534)	(627,109)	(938,846)	(22,392)	(961,238)
Fund Transfers		(621,961)	621,961	—	—	—	—
Other recognised gains and losses							
Actuarial (losses) gains in respect to defined benefit pension scheme	15	(221,000)	—	(221,000)	1,544,000	—	1,544,000
Net movement in funds		(601,536)	(246,573)	(848,109)	605,154	(22,392)	582,762
Reconciliation of funds:							
Fund balances brought forward at 1 April 2020		(753,463)	450,173	(303,290)	(1,358,617)	472,565	(886,052)
Fund balances carried forward at 31 March 2021		(134,999)	(203,600)	(1,151,399)	(753,463)	450,173	(303,290)

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

Balance sheet: As at 31 March 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	8		126,043		173,338
Current assets					
Debtors	9	732,942		1,016,741	
Cash at bank and in hand		2,819,475		2,214,097	
		<u>3,552,417</u>		<u>3,230,838</u>	
Creditors: amounts falling due within one year	10	(1,199,859)		(629,466)	
Net current assets			2,352,558		2,601,372
Total net assets excluding pension liability			2,478,601		2,774,710
Pension liability	15		(3,630,000)		(3,078,000)
Total net assets including pension liability			<u>(1,151,399)</u>		<u>(303,290)</u>
The funds of the charity					
Restricted funds	12		(203,600)		450,173
Unrestricted funds					
. General fund					
.. Free reserves	13		2,148,958		2,151,199
.. Pension reserve	15		(3,630,000)		(3,078,000)
			(1,481,042)		(926,801)
. Tangible fixed assets fund	13		126,043		173,338
			<u>(1,151,399)</u>		<u>(303,290)</u>

Approved by the Trustees of Social Care Institute for Excellence and signed on their behalf by:



Paul Burstow

Trustee

Approved on: 18 November 2021

Company Registration No. 04289790 (England and Wales)

Charity Registration No.1092778

Statement of cash flows: Year to 31 March 2021

	Notes	2021 £	2020 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	639,569	142,389
Cash flows from investing activities:			
Interest received		318	12,429
Purchase of tangible fixed assets		(34,509)	(119,708)
Net cash provided by investing activities		(34,191)	(107,279)
Change in cash and cash equivalents in the year		605,378	35,110
Cash and cash equivalents at 1 April 2020	B	2,214,097	2,178,987
Cash and cash equivalents at 31 March 2021	B	2,819,475	2,214,097

Notes to the statement of cash flows for the year to 31 March 2021

A Reconciliation of net expenditure for the year to net cash provided by operating activities

	2021 £	2020 £
Net expenditure for the year (as per the statement of financial activities)	(627,109)	(961,238)
Adjustments for:		
Depreciation charge	81,804	173,469
FRS 102 pension charge	331,000	320,000
Interest receivable	(318)	(12,429)
Decrease in debtors	283,799	936,111
Increase (decrease) in creditors	570,393	(313,524)
Net cash provided by operating activities	639,569	142,389

B Analysis of cash and cash equivalents

	2021 £	2020 £
Cash at bank and in hand	2,819,475	2,214,097

Social Care Institute for Excellence does not have any borrowings or lease obligations. Net debt consists therefore of the cash at bank and in hand

Principal accounting policies: Year to 31 March 2021

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

Basis of preparation

These financial statements have been prepared for the year to 31 March 2021 with comparative information provided in respect to the year to 31 March 2020.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

Critical accounting estimates and areas of judgement

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

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

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

Assessment of going concern

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

In the charity's original budgeting and planning for the financial year 2020–21, the Trustees did not know that COVID-19 was going to hit. Once they became aware of this, they immediately began making contingency plans and re-thinking the charity's strategy for the year ahead. The Trustees embarked on a restructure to save costs on an ongoing basis and to ensure the charity had the right posts in place to take it forward; they also moved many of the charity's offerings online. Whilst the charity did lose some business as potential funders moved their attention to tackling the issues that COVID-19 had presented them with, it was able to turn its attention to supporting the COVID-19 crisis using its expertise to provide guidance and support for the DHSC, meaning the charity gained income that had not originally been in plan. The outcome was that the charity was able to mitigate the impact on income though clearly there was still an effect that continues to work through.

Whilst there will undoubtedly be challenges ahead, the Trustees do not expect concerns to arise over the charity's financial position. As a result, the Trustees believe it is appropriate for the financial statements to be prepared on a going concern basis.

Income recognition

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

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

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

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

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

Coronavirus Job Retention Scheme grants are credited to the statement of financial activities when the Society has entitlement to the income and when the amount receivable has been quantified.

Expenditure recognition

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

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs.

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

All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs

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

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

Support costs and governance costs are allocated as described in note 3 to these financial statements. During the year, a review of the yearly allocations revealed that overhead and support costs weren't being sufficiently absorbed. This in turn led to a change in the way that support costs were allocated during this financial year due to a change in policy.

Tangible fixed assets

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

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

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

During the year, depreciation was accelerated as of February 2021 due to the termination of the lease in relation to the charity's office accommodation with effect from December 2021 and the consequent amendment to the expected useful life of the leasehold improvements and office fixtures and fittings.

Debtors

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

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits

for more than three months but less than one year have been disclosed as short-term deposits. Cash placed on deposit for more than one year is disclosed as a fixed-asset investment.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund structure

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

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

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

Leased assets

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

Pension costs

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

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

Notes to the financial statements: Year to 31 March 2021

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

	Unrestricted funds £	Restricted funds £	2021 Total funds £	Unrestricted funds £	Restricted funds £	2020 Total funds £
Department of Health and Social Care						
. Project grants	—	2,947,036	2,947,036		2,279,249	2,279,249
Social Care Wales	98,228	—	98,228	120,694	—	120,694
Department of Health, Northern Ireland	66,505	—	66,505	41,059	—	41,059
Fees and commissioning	1,120,687	—	1,120,687	2,467,731	—	2,467,731
Big Lottery	—	157,574	157,574	—	132,179	132,179
Other funders	236,363	1,274	237,637	76,408	119,773	196,181
	1,521,783	3,105,884	4,627,667	2,705,892	2,531,201	5,237,093

The above contracts, grants, service level agreements and fees receivable relate to the sole charitable activity of Business, Development & Delivery (BDD).

Income from other funders includes £153,196 (2020 – £nil) of monies in respect to the Coronavirus Job Retention Scheme.

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

	Unrestricted funds £	Restricted funds £	2021 Total funds £	Unrestricted funds £	Restricted funds £	2020 Total funds £
Business, Development & Delivery (BDD)						
Staff costs	168,417	2,426,881	2,595,298	1,589,447	1,914,179	3,503,626
Office costs	—	—	—	250,007	20,423	270,430
Premises costs	—	—	—	587,881	—	587,881
Commissioning costs	438,272	330,433	768,705	110,309	118,786	229,095
Electronic access and publication costs	9,101	18,791	27,892	1,116	16,606	17,722
Publicity and dissemination	—	—	—	13,665	35,170	48,835
Support costs (note 3)	664,886	1,198,313	1,863,199	1,104,742	448,429	1,553,171
	1,280,676	3,974,418	5,255,094	3,657,167	2,553,593	6,210,760

During the year, a review of the yearly allocations revealed that overhead and support costs weren't being sufficiently absorbed. This in turn led to a change in the allocations policy and the way that support costs were allocated during this financial year.

3. Support costs

	2021 Total funds £
Staff costs	910,744
Premises costs	432,002
Office costs	86,437
Governance costs (excluding staff costs)	55,612
Other costs	378,404
	1,863,199
	2020 Total funds £
Staff costs	1,030,195
Premises costs	195,960
Office costs	66,899
Electronic access and publication costs	1,849
Publicity and dissemination costs	54,433
Governance costs (excluding staff costs)	88,868
Other costs	114,967
	1,553,171

Other costs include the net interest charge on the charity's defined benefits pension scheme of £85,000 (2020 – £104,000) (see note 15).

4. Net income (expenditure) for the year

This is stated after charging:

	2021 Total funds £	2020 Total funds £
Staff costs (note 5)	3,755,276	4,533,821
Auditor's remuneration		
. Statutory audit services		
.. Current year	22,000	20,400
.. Previous year	464	708
Depreciation	81,804	173,469
Operating lease rentals	432,002	389,632

5. Employees and staff costs

Staff costs during the year were as follows:

	2021 £	2020 £
Wages and salaries	2,082,609	2,457,177
Social security costs	219,405	265,035
Other pension costs	327,327	334,379
FRS 102 pension charge	246,000	216,000
	2,875,341	3,272,591
Payments to agency staff and consultants	632,349	994,154
Other staff related costs	92,936	267,076
Redundancy payments	154,650	—
	3,755,276	4,533,821

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

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

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

	2021 No.	2020 No.
Charitable activities		
. Business, Development & Delivery (BDD)	43	54
Governance	2	1
	45	55

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

	2021 No.	2020 No.
£60,001 — £70,000	4	3
£100,001 — £110,000	1	1
£110,001 — £120,000	1	—
£140,001 — £150,000	—	1

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

The key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis comprised the Chief Executive and the Deputy Chief Executive. The total remuneration (including taxable benefits and employer's pension contributions) of the key management personnel for the year was £281,014 (2020 – £297,738).

During the year, both the CEO and the Chair agreed to take a one year 10% temporary pay cut as of June 2020 to help with the impact of COVID.

6. Payments in relation to Trustees

In accordance with the charity's memorandum and articles of association, the Chair of the Trustees was paid £24,867 (2020 – £27,259) during the year for services undertaken in the administration of the charity. Two other Trustees were paid a total of £8,865 (2020 – two Trustees were paid a total of £8,398) on the same basis. The payment for such services has been authorised by the Charity Commission and is in line with the Charities Act 2016.

Out-of-pocket travelling and subsistence expenses totalling £122 (2020 – £6,119) were reimbursed to two (2020 – seven) Trustees during the year.

The charity has purchased insurance to protect it from any loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the year totalled £9,410 (2020 – £6,079) and provides cover of up to a maximum of £2 million (2020 – £2 million).

Except as noted above, the charity did not enter into any other transactions with related parties in the current or prior years.

7. Taxation

The company is a charity under the Finance Act 2010 (schedule 6, paragraph 1) definition. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by the Corporation Tax Act 2010 (part 11, chapter 3) or the Taxation of Chargeable Gains Act 1992 (section 256), to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period (2020 – none).

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

8. Tangible fixed assets

	Unrestricted funds				Restricted funds	
	Computer and IT equipment £	Office furniture and fittings £	Leasehold improvements £	Software £	Computer and IT equipment £	Total £
Cost						
At 1 April 2020	246,059	82,207	277,756	—	37,740	643,762
Additions	17,693	3,176	13,640	—	—	34,509
Transfers	(87,292)	—	—	87,292	—	—
Disposals	—	—	(138,878)	—	—	(138,878)
At 31 March 2021	<u>176,460</u>	<u>85,383</u>	<u>152,518</u>	<u>87,292</u>	<u>37,740</u>	539,393
Depreciation						
At 1 April 2020	166,254	78,944	187,486	—	37,740	470,424
Charge for year	38,067	2,401	33,603	7,733	—	81,804
Disposals	—	—	(138,878)	—	—	(138,878)
Transfers	(44,564)	—	—	44,564	—	—
At 31 March 2021	<u>159,757</u>	<u>81,345</u>	<u>82,211</u>	<u>52,297</u>	<u>37,740</u>	413,350
Net book values						
At 31 March 2021	<u>16,703</u>	<u>4,038</u>	<u>70,307</u>	<u>34,995</u>	<u>—</u>	126,043
At 31 March 2020	<u>79,805</u>	<u>3,263</u>	<u>90,270</u>	<u>—</u>	<u>—</u>	173,338

During the year, an additional charge of £12,013 was made in respect to depreciation on leasehold improvements and office furniture and fittings. This arises due to the termination of the lease in relation to the charity's office accommodation with effect from December 2021 and the consequent amendment to the expected useful life of the above leasehold improvements and office furniture and fittings.

During the year, £87,292 was transferred from computer equipment to software as this had previously been recognised under the incorrect asset category.

9. Debtors

	2021 £	2020 £
Prepayments and accrued income	141,947	175,739
Rent deposit	57,758	116,890
Rebate on rent following termination of lease	—	72,236
Fees and other income receivable	533,237	651,876
	<u>732,942</u>	<u>1,016,741</u>

10. Creditors: amounts falling due within one year

	2021 £	2020 £
Expense creditors	118,819	66,138
Taxation and social security	311,539	116,531
Pension	42,587	—
Accruals	415,659	377,850
Deferred income (note 11)	311,255	68,947
	<u>1,199,859</u>	<u>629,466</u>

11. Deferred income

	2021 £	2020 £
Balance at 1 April 2020	68,947	41,750
Income received in advance	311,255	68,947
Released to statement of financial activities	(68,947)	(41,750)
Balance at 31 March 2021 (note 10)	311,255	68,947

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

12. Restricted funds

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

	At 01-Apr 2020 £	Income £	Expenditure Direct costs £	Support costs £	Fund Transfers £	At 31-Mar 2021 £
DHSC commissions						
Core	—	1,614,850	(1,399,536)	(610,615)	395,301	
COVID	—	573,985	(542,010)	(223,027)	191,052	—
Other	—	14,200	(19,943)	(2,182)	—	(7,925)
Oak Foundation	—	46,000	(31,250)	(14,836)	—	(86)
LRS programme	21,814	33,814	(47,141)	(5,520)	—	2,967
Innovation Network	12,322	—	—	—	—	12,322
Think Local Act Personal (TLAP)	389,420	699,275	(605,194)	(287,179)	—	196,322
Supporting Each Other Equals Power	26,617	123,760	(131,031)	(54,954)	35,608	35,608
	450,173	3,105,884	(2,776,105)	(1,198,313)	621,961	203,600

	At 01-Apr 2019 £	Income £	Expenditure Direct costs £	Support costs £	Transfers £	At 31-Mar 2020 £
DHSC commissions						
Digital learning	—	668,000	546,021	121,979	—	—
Integration	27,527	75,000	80,027	22,500	—	—
Prevention	—	758,000	580,020	177,980	—	—
LRS programme	—	21,997	183	—	—	21,814
Innovation Network	93,669	80,000	129,572	31,775	—	12,322
Think Local Act Personal (TLAP)	313,556	818,022	650,160	91,998	—	389,420
Supporting Each Other Equals Power	37,813	110,182	119,182	2,196	—	26,617
	472,565	2,531,201	2,105,165	448,428		450,173

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

DHSC commissions

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

Transforming care and support (Core)

The Department of Health and Social Care funded SCIE to benefit from our unique position as a trusted, people-focused, independent improvement agency, to deliver business needs and facilitate sector improvement, generally by improved awareness, knowledge, skills and experience of the workforce, and also specifically in areas including: safeguarding, strengths-based practice, mental capacity, prevention and dementia, all of which are key policy areas for the DHSC. Core activity forms the basis of the support to the sector, including a contribution to delivering the Coronavirus (COVID-19): Adult Social Care Action Plan, (April 2020).

The work programme included:

1. Social Care Online:

SCIE will continue updating the database for use across universities, research and policy and practice development.

2. Digital resource hubs providing care providers with practical guidance and support:

SCIE has an extensive track record of producing and promoting impactful digital resources, content hubs, databases, e-learning courses and webinars, as agreed with DHSC. These will continue to be made available and SCIE will maintain, update and promote these critical assets for the benefit of the sector, including:

- Safeguarding adults: safeguarding adults web resource, plus the development of a new section for the hub relating to client-on-client abuse
- Dementia: comprehensive dementia web resource and dementia awareness e-learning module
- Reablement: briefings and the free-to-access, DHSC-funded, e-learning course, with further specific deliverables adapted to needs of the DHSC and the sector
- Mental Capacity Act – web resource and extensive MCA Directory, updating resources to support understanding of the recent changes to the MCA and updating/refreshing the MCA Directory. Assisting the National Mental Capacity Forum with dissemination support.

3. COVID-19: disseminating information and good practice resources:

- A 'hub', built along the similar lines as other multi-layered hubs like SCIE's equivalent for the Mental Capacity Act and strengths-based practice, will be regularly updated with government guidance/signposts to other guidance, bi-monthly e-bulletins to contacts, as well as Q and A
- Providing DHSC and the sector with support and guidance

- Building sector resilience: by analysing the learning and re-purpose of these resources, e.g. to help with general infection and preventing hospital admissions and promoting community care.
4. Digital resource hubs and support for commissioners and local authorities, specifically:
- Care Act: developing and maintaining resources, tools and e-learning modules to support training in its principles.
 - Strengths-based approaches: expand existing resources by developing a digital platform in 2020/21, cascading this through regionally based action learning sets, and a new self-assessment tool to help leaders to self-assess readiness across the key elements.
 - Co-production, and SCIE's digital resources and initiatives in this area, will help embed co-production within the sector, as well as underpin SCIE's work.
 - Prevention: a wide range of emerging evidence, information and practice experience to support commissioners and service providers.
 - Integrated care: resources that support the planning, commissioning and delivery of coordinated person-centred care.

The DHSC core fund finished the year in a deficit position due to an outdated costing model being used. This has since been revised and we expect the deficit position to reduce over the coming years due to revised work programmes.

Increase availability of support to people in England during COVID-19 (Covid)

The DHSC-funded SCIE to support it to deliver some of the activities identified in its strategic agenda, especially 'COVID-19: Our Action Plan for Social Care', for which Government established a mechanism to ensure strategic coordination of respective partners' contributions. SCIE remit was to support providers and care professionals who are operating in an uncertain and changing environment – providing them with rapid and accessible training and best practice guides. This is an essential part of ensuring a consistent and joined up response to supporting people with care needs during the COVID-19 pandemic.

Liberty Protection Safeguards (LPS) – phase 1

With the timetable laid out for the introduction of Liberty Protection Safeguards, the Department of Health and Social Care funded SCIE to undertake a planning and development phase of work covering three key areas:

1. Engagement – to ensure that we are engaging directly with the sector to understanding their level of preparedness and priorities
2. Dissemination – starting to build awareness around the planned activities and role that SCIE and partners will play to support LPS implementation
3. Learning content – mapping a training plan in order to ensure that materials are developed and launched as early in 2021–22 as possible, ahead of the 2022 introduction of LPS.

Oak Foundation

The Oak Foundation has provided funds for SCIE to review the safeguarding policies and procedures of grant applicants and offer support where needed. This support includes policy development, organisation specific training, as well as more generic safeguarding training sessions that are open to all grantees.

Safeguarding training (LRS Programme)

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

Think Local Act Personal (TLAP)

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

Supporting Each Other Equals Power

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

Whilst this fund is currently in deficit, we are going to explore the possibility of acquiring further funding. If we are unsuccessful, any deficit that remains next year will be funded through general reserves.

Further considerations

Upon revisiting the allocation model previously used to apportion overheads across the various funds, we found that overheads had not been sufficiently absorbed. As such, SCIE have adopted a new approach for the current year whereby overheads have been allocated based on each fund's percentage of SCIE's overall revenue. As such, this has led to some funds seeing a deficit position at the financial year end. Where other funds come to an end in a deficit position, we have taken an approach of writing these deficits to our free reserves. During the financial year, the DHSC COVID fund came to an end which resulted in the shortfall being funded through free reserves. DHSC Core and Supporting Each Other Equals Power also finished in deficit for the financial year, and these deficits have been funded through free reserves.

13. Analysis of movement on funds

The below tables show the movement in the restricted and free reserves of the organisation for both the current and prior year. Asset movements refer to the adjustments that have been made to the tangible fixed-asset fund to reflect the amount of committed depreciation outstanding at the end of the financial year. The pension movements refer to adjustments that arose due to actuarial gains/losses following the yearly actuarial review.

	Restricted funds £	Free reserves £	Tangible fixed assets fund £	Pension Reserve £	Total 2021 £
Fund balances at 1 April 2020	450,173	2,151,199	173,338	(3,078,000)	(303,290)
Movements:					
(Deficit) / Surplus for the year	(868,534)	241,425	–	–	(627,109)
Pension movements	–	(221,000)	–	–	(221,000)
Pension liability movement	–	552,000	–	(552,000)	–
Asset movement	–	47,295	(47,295)	–	–
Transfer General to Restricted	621,961	(621,961)	–	–	–
Fund balances at 31 March 2021	203,600	2,148,958	126,043	(3,630,000)	(1,151,399)

	Restricted funds £	Free reserves £	Tangible fixed assets fund £	Pension Reserve fund £	Total 2020 £
Fund balances at 1 April 2019	472,565	2,716,284	227,099	(4,302,000)	(886,052)
Movements:					
(Deficit) for the year	(22,392)	(938,846)	–	–	(961,238)
Pension movements	–	1,544,000	–	–	1,544,000
Pension liability movement	–	(1,224,000)	–	1,224,000	–
Asset movement	–	53,761	(53,761)	–	–
Fund balances at 31 March 2020	450,173	2,151,199	173,338	(3,078,000)	303,290

14. Leasing commitments

Operating leases

At 31 March 2021, the charity had total commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2021	2020
	£	£
Operating lease payments which fall due:		
Within one year	139,673	258,229
Between two and five years	—	641,757
	139,673	899,986

In February 2021, the charity renegotiated the lease in respect to its office accommodation with the result that the lease will now end on 25 December 2021 rather than in 2024 as originally agreed. Whilst the termination date of the lease remains 25 December 2021, SCIE vacated its premises early on 31 August 2021 at the request of the landlord.

15. Pension commitments

The charity operates a pension scheme providing benefits based on final pensionable pay (please refer to Note 17 for changes since 31 March 2021). The assets of the scheme are held separate from those of the charity, being invested with the Essex County Council Pension Scheme. The contributions are determined on the basis of triennial valuations by a qualified actuary using the projected unit method.

The most recent triennial valuation at 31 March 2019, showed that the market value of the scheme's assets was £6,711 million and that the actuarial value of those assets represented 97 per cent of the benefits that had accrued to members, after allowing for expected future increases in earnings. The principal assumptions made were that the investment returns would be 5.1 per cent per annum, the discount rate would be 4.5 per cent per annum and that salary increases would average 3.6 per cent per annum after 31 March 2020. For the three years to 31 March 2021, the assumed salary increases would be in line with the Consumer Price Index assumption, currently 2.4 per cent per annum. No allowance was made for possible discretionary increases in pensions beyond those prescribed in the scheme rules. The next formal valuation is at 31 March 2022.

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

FRS 102

Financial Reporting Standard 102 (FRS 102) requires the surplus or deficit on the Scheme as at 31 March 2021, calculated in accordance with the requirements of FRS 102, to be included on the balance sheet. For the purpose of FRS 102, the assets of the scheme have been taken at market value and the liabilities have been calculated by a qualified independent actuary.

In order to assess the actuarial value of the charity's assets and liabilities as at 31 March 2021, the actuaries have rolled forward the actuarial value of the assets and liabilities at 31 March 2020.

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

	2021 % per annum	2020 % per annum
Rate of increase in salaries	3.80	2.90
Rate of increase in pension payments	2.80	1.90
Discount rate	2.00	2.35
Rate of Inflation — CPI	2.40	1.90

The mortality assumptions used were as follows:

	2021 years	2020 years
Longevity at age 65 for current pensioners		
. Men	21.6	21.8
. Women	23.6	23.7
Longevity at age 65 for future pensioners		
. Men	22.9	23.2
. Women	25.1	25.2

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

	2021 £'000s	2020 £'000s
Net deficit in scheme at 1 April	(3,078)	(4,302)
Service cost	(934)	(703)
Net interest	(70)	(98)
Administration expenses	(15)	(6)
Employer contributions	688	487
Re-measurement of the defined liability	(221)	1,544
Net deficit in scheme at 31 March	(3,630)	(3,078)

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

	2021 £000s	2020 £000s
Service cost	(934)	(703)
Net interest on the defined liability	(70)	(98)
Administration expenses	(15)	(6)
Total expenditure recognised in SOFA	(1,019)	(807)
Employer contributions	688	487
FRS 102 charge	(331)	(320)

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

	2021 £000s	2020 £000s
Return of fund assets in excess of interest	5,465	(1,598)
Other actuarial gains/(losses) on assets	—	123
Change in demographic assumptions	256	208
Experience gain/(loss) on defined benefit obligation	329	488
Changes in financial assumptions	(6,271)	2,323
Remeasurement of the defined liability	(221)	1,544

Asset and benefit obligation reconciliation for the year to 31 March 2021:

	2021 £000s	2020 £000s
Opening defined benefit obligation	23,211	25,361
Current service cost	523	703
Past service costs including curtailments	411	—
Interest cost	547	604
Contributions by scheme participants	123	152
Change in financial assumptions	6,271	(2,323)
Experience (gain) on defined benefit obligation	(329)	(488)
Benefits paid	(487)	(590)
Change in demographic assumptions	(256)	(208)
Closing defined benefit obligation	30,014	23,211

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

Unfunded benefit obligation reconciliation for the year to 31 March 2021:

	2021 £000s	2020 £000s
Opening defined benefit obligation	79	83
Interest cost	2	2
Change in demographic assumptions	(1)	1
Experience loss/(gain) on defined benefit obligation	(1)	2
Change in financial assumptions	9	(4)
Benefits paid	(5)	(5)
Unfunded scheme liabilities at 31 March	83	79

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

	2021 £000s	2020 £000s
Fair value of scheme assets at 1 April	20,133	21,059
Interest on assets	477	506
Return on assets less interest	5,465	(1,598)
Other actuarial losses	—	123
Contributions by employer	688	487
Contributions by fund participants	123	152
Administration expenses	(15)	(6)
Benefits paid	(487)	(590)
Fair value of scheme assets at 31 March	26,384	20,133

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

	%	Value at 31 March 2021 £'000	%	Value at 31 March 2020 £'000
Equities	63%	16,691	59%	11,785
Government bonds	3%	672	4%	868
Other bonds	5%	1,283	6%	1,220
Property	7%	1,859	9%	1,810
Cash	3%	665	4%	837
Alternative assets	11%	3,032	12%	2,319
Other managed funds	8%	2,182	6%	1,294
Total market value of assets	100%	26,384	100%	20,133

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

	31 March 2021 £'000s	31 March 2020 £'000s	31 March 2019 £'000s	31 March 2018 £'000s	31 March 2017 £'000s
Fair value of assets	26,384	20,133	21,059	19,670	17,806
Present value of scheme liabilities	(30,014)	(23,211)	(25,361)	(23,997)	(23,563)
Deficit in scheme	(3,630)	(3,078)	(4,302)	(4,327)	(5,757)

Contributions

The total contributions payable by the employer in the year were £318,689 (2020 – £334,379). At 31 March 2021, there was £40,417 outstanding amount due (2020 – £nil).

The best estimate of contributions to be paid by the charity to the scheme for the year ending 31 March 2022 is £485,000.

16. Members' liability

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

17. Post balance sheet events

Whilst the termination date of the office lease remains the 25 December 2021, SCIE vacated its premises early on 31 August 2021 at the request of the landlord.

SCIE has undertaken a review of its terms and conditions including the pension over the last year. We have now reached agreement to exit the Local Government Pension Scheme on a deferred debt basis and hope to have implemented this decision before 31 March 2022. Eligible staff will instead be enrolled in the Atlas Master Trust Pension Scheme.