

ON SELF-ADVOCACY AND USER PARTICIPATION

Services to people with learning difficulties









No.5

May 1993

- 1. INVOLVING USERS ON MANAGEMENT COMMITTEES
- 2. CONSULTING USERS ABOUT COMMUNITY CARE PLANS

HOOB:QYA (Kin)

This information exchange relies on its readers for its existence! Any comments or suggestions about how it should operate will be very welcome. Individual contributions -not necessarily related to the chosen topic(s) of a particular issue - will also be welcome.

In developing the information exchange, we keep in close touch with People First's London office, bearing in mind their role in providing a tink with groups around the country and producing a national newsletter. We want to make sure that the information exchange complements and does not overlap the work of the People First office. The information exchange concentrates on service development issues. It does not, for example, cover the type of self-advocacy group news which is contained in People First's national newsletter.

The information exchange is produced particularly for supporters and advisors of self-advocacy groups and people with responsibility for developing effective ways of working in partnership with users in planning and delivering services.

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PAST ISSUES AND REFERENCES

EDITORIAL

Many thanks to all those who have contributed such a rich variety of material for this issue and our apologies for the delay in publication due to a combination of illness and other work pressures. We do appreciate the time and trouble taken to send in stories and judging by general comments received about the Exchange, this sharing of experiences is valued by other readers.

This issue focuses on users' membership of management committees and on consultation about community care plans. The contributions illustrate varying degrees of success. Not surprisingly, common difficulties are lack of time to prepare for meetings, inaccessible written material and problems with transport. These are likely to continue to be major problems as long as user involvement is considered as an 'optional extra' - a fringe activity to be tacked on to mainsteam service provision.

User involvement needs to be an integral part of the system - valued and recognised by all levels of management. Lack of time is - and probably always will be - a problem, but a system which values user involvement and is geared-up to involving users on an on-going basis is more likely to overcome -or at least reduce - such problems. Examples in this issue show that it is possible to make progress and be able to point to positive changes in people's lives as a result.

A short list of references for further reading are given on the inside back cover.

NEXT ISSUE

Involving people who have multiple disabilities.

Many readers have asked for more information on various aspects of involving people with multiple disabilities and/or challenging needs. This includes people with learning difficulties who also have severe physical disability and/or people with mental health problems.

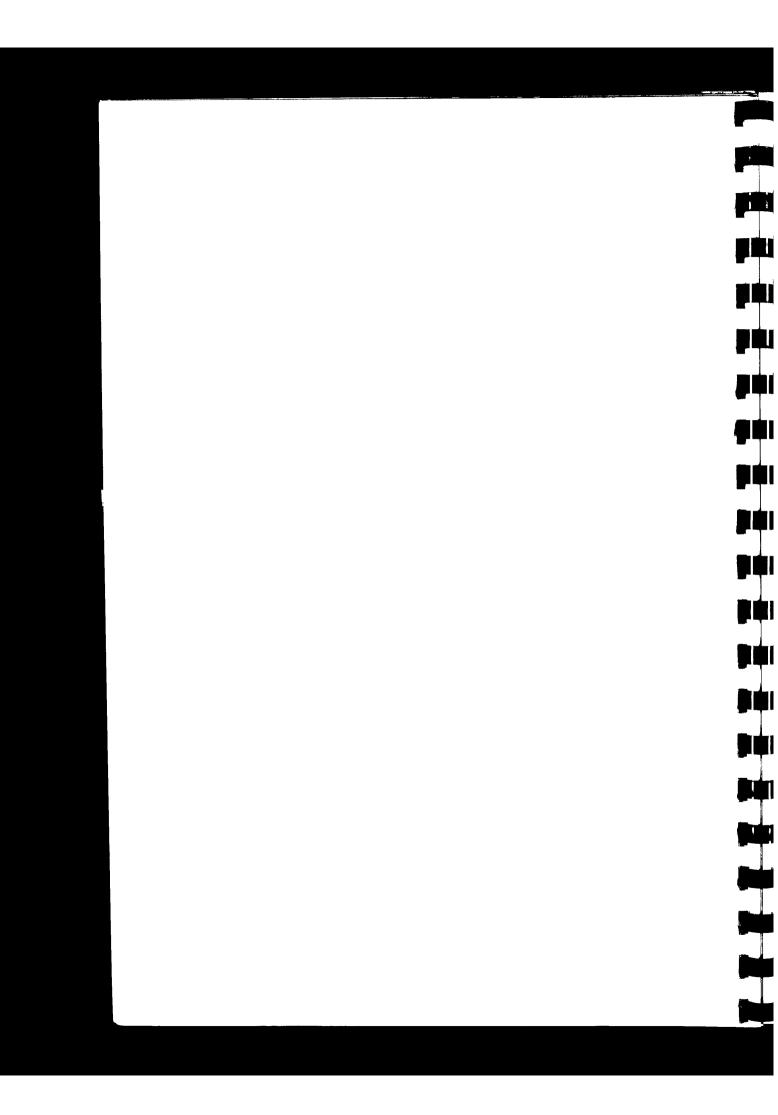
We will welcome contributions on how people are being supported to have more control over their own lives despite such disabilities. The following suggestions may be helpful:

- Using alternative means of communication e.g: making written material material accessible; use of computers and other technology;
- facilitated communication;
- peer advocacy;
- other independent advocacy;
- including people in self-advocacy groups.

Please send your contributions in by Tuesday, 31st August. The enclosed questionnaire is intended only as a framework or guide for your thoughts. If you want to tell the story in a different way, please do so.

Andrea Whittaker May 1993 INVOLVING USERS ON

MANAGEMENT COMMITTEES



Oakfield Court

Contact: Carolyn Michaels, 1 Oakfield Court, Barkham Road,

Wokingham, Berks RG11 2SW. Tel: 0734-776592.

What type of Management Committee?

Joint management group - Social Services/Cherwell Housing Trust. Meetings held quarterly to co-ordinate the promotion, support and management of the project. The group has responsibility for selecting residents, deciding on terms of residence and other management decisions and of overall management policy for the project.

How many people are on the committee and who are they?

6. Social Services - Group Manager (Provision), Care Services Manager and Manager (CMHT); Housing Association - Housing Manager and Special Projects Manager; one person from voluntary sector.

How many users are on the committee?

One. Each user representative serves on the committee for about 18 months, then another representative is chosen.

How long have users been involved?

3 years approximately.

How are they supported?

Encouraged by staff to obtain information from the other residents to bring to the meetings.

Help in making sense of deciphering notes.

Practice in taking residents' meetings and in saying what they want and expect from living at Oakfield Court.

What changes have come about because of users' involvement?

The Housing Association has been kept informed of renovations, repairs needed for individual's bungalows.

The Committee asked residents to comment on the SSI inspection report.

What have been the successes?

A general feeling that there was a forum for their wishes to be heard other than the internal residents' meetings.

The users' involvement leading to increased self esteem and confidence.

What have been the difficulties?

Communication - verbal expression and literacy. Because of this people are not keen to volunteer to be the rep. on the committee.

Confidentiality - user not involved in all of the meeting.

Some residents non-involvement in giving information to the representative.

Any other comments?

The committee have been impressed by the level of involvement and the seriousness of the user involved.

A good opportunity for the committee members to get to know individual residents.

New purchaser/provider arrangements have created a need to re-think staff membership because of potential conflict of interest.

. . .

Day Centre Members Committee

Contact: Mr D Wood, Bymbrig Day Centre, Co-operative Street, Bamber Bridge, PR5 4FH. Tel: 0772 35351

What type of Management Committee?

Social Services Day Centre Committee is consulted on development programme for Centre Review and monitor implementation and advise Divisional Director on issues relating to the operation of the Centre. Can also make representation direct to Social Services Advisory Sub-committee.

How many people are on the committee and who are they?

Two officers, two co-opted members, one staff representative, two carer representatives, three day centre members.

How many users are on the committee?

Three.

How long have users been involved?

Three years.

How are they supported?

Through the members committee.

What changes havd come about because of users' involvement?

Lockers for the Centre. Computers/printers. Video. Holidays.

What have been the successes?

Carer/parental involvement. Two-day training workshop 'Participation in Decision Making'.

What have been the difficulties?

Having insufficient meetings - just 3 per year.

Any other comments?

Day Centre members are now more involved in the running of the Centre. There have been some problems with parents/carers as members are learning to advocate for themselves. They find this difficult to cope with as previously, if they had an opinion, they were not allowed to voice it.

Tremorfa Users' Committee
Contact: Ann Walford, Tremorfa Centre, Pengam Road,
Tremorfa, Cardiff CF2 2RR. Tel: 0222 483030

How a Centre Committee links with County Committees

Tremorfa Centre has a users' committee which meets weekly. They elected a chairperson and a secretary, using photographs to help in the voting procedure. They have a facilitator to help run the meetings.

What were the difficulties?

Getting people's interest. Getting people to speak for themselves. Being taken seriously.

What were the successes?

Building confidence. Feeding into other meetings and speaking out.

Linking with other meetings

The weekly Centre meetings discussed matters to do with the Centre and outside it. Two representatives plus a supporter attend monthly county meetings. These are a forum for staff and users and discuss managerial issues. Two representatives from the Centre Committee also attend quarterly planning meetings.

South Glamorgan Self Advocacy Forum

Contact: Sonia Liggett, D.A.R.T., The Friary Centre, The Friary, Cardiff CF1 4AA. Tel: 0222-644696

What type of management committee?

County Planning Group - multi-agency group which advises on service planning and developments in South Glamorgan that are funded by the All Wales Mental Handicap Strategy.

How many people are on the committee and who are they?

20-25 people usually attend. Members include service users, parents, representatives from the voluntary sector and senior service personnel.

How many users are on the committee?

3 at present (4 seats).

How long have users been involved?

One year.

How are they supported?

Practical support - mostly by the self advocacy co-ordinator (assisting with transport arrangements, preparation between meetings, support during meetings). Some service staff support with reading of minutes and documents.

As representatives - regular monthly meetings of the Self Advocacy Forum and meetings with their local groups give an opportunity to discuss issues raised at the County Planning Group. (But see below).

What changes have come about because of users' involvement?

There is raised awareness of the fact that service users have valuable contributions to make and should be listened to. Service users are developing an understanding of how County planning and systems work. Members are getting to know other members - who they are and what they do.

What have been the successes?

Acknowledgement that the term 'mental handicap' offends many people and the agreement that it will not be used by the group.

A 2-day consultation meeting with service users on individual planning was requested and took place.

A 'user-friendly' version of the County Plan for Services to People with Learning Difficulties is in preparation. Service users on the group frequently comment on the need for more accessible information.

Difficulties and comments

The Consultation and Representation Role: Documents distributed for consultation are usually weighty and complicated and lack summaries of main points and implications. Reading and understanding such documents is time consuming and difficult.

Time for consultation is often very limited and therefore most issues get little meaningful discussion. (This problem is common to all representatives and attempts are being made to allow more time). Also, members of the Self Advocacy Forum and other self advocacy groups are reluctant to spend too much time talking about large planning issues which can seem rather remote. Time has to be carefully balanced so that local issues that concern people can be discussed and then raised at county level when the groups decide that it is appropriate.

Language: More effort is needed to make presentations clearer. This would benefit all members, not just service users.

Riverview User Group

Contact: Diane Manifold/Sue Becker, Riverview Day Centre, Langdale Road, Lancaster. Tel: 0524-60872

What type of management committee?

'Riverview Group' - a kind of Day Centre equivalent of a school PTA. Mainly fundraising but also information-giving and a forum for parents.

How many people are on the committee and who are they?

18. Mainly parents/carers, some Day Centre staff, one or two associated staff, one service user.

How long have users been involved?

Just over a year.

How are they supported?

No formal support. I know there are members of staff who would help, but there isn't anyone there just for me.

What changes have come about because of users' involvement?

The users get a say in what some of the money should be spent on.

What have been the successes?

A new radio was bought for the minibus at the request of service users.

What have been the difficulties?

At last month's meeting of the Riverview Group, some of the parents were saying that if they didn't put 'mentally handicapped' on their raffle tickets that they were going to sell, that no-one outside would ever buy them because of that. But we're not mentally handicapped, we're people with learning disabilities. In the meeting, one person said to me that I was mentally handicapped but I said I wasn't, I had learning disabilities.

They are not going to use the words 'mentally handicapped' on the tickets. I am not going to go back to the group meetings until I get some support, because I can't cope with it on my own.

New Moves

Contact: Andrea Hughes/David Slater, Mulberry Centre, 15 Amersham

Vale, Lewisham, London, SE14 6LE.

What type of management committee?

Charity set up to access arts in the local community for people with learning difficulties and their neighbours. Committee concerned with programmes of work, development of projects and attracting funding.

How many people are on the committee and who are they?

Ten plus two arts workers in attendance. Four members of New Moves. Two NHS workers. One voluntary agency. One local authority. One arts worker. One volunteer member.

How many users are on the committee?

Four.

How long have users been involved?

Three years.

How are they supported?

Discuss agenda with other members and arts workers before meeting. Visual materials (examples attached). One committee member identified to support each person in meetings.

What changes have come about because of users' involvement?

Users involved in recruitment of arts worker. Content of arts programmes determined by users. Future directions inspired by user enthusiasms. Food at AGM chosen.

What have been the successes?

Growth in confidence of users in expressing above views. Users meeting people from outside funding sources and attracting grants. Users at prize-giving for Centre for Policy on Ageing.

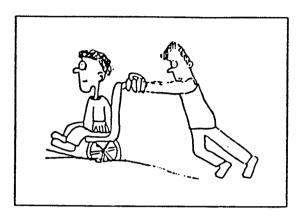
What have been the difficulties?

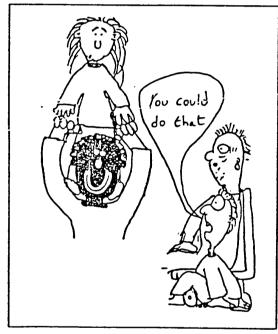
Involving users in all aspects of the business in meetings - or excluding them - having other different meetings. Explaining or illustrating the range of organisations and constraints. Transport.

Any other comments?

People with learning difficulties and other members of New Moves all like the form of the annual report and minutes done with cartoons. Different interest groups, perhaps having different personal histories and cultural backgrounds will have different priorities. Learning together to accommodate each others points of view in a non-competitive environment.

NEW MOVES





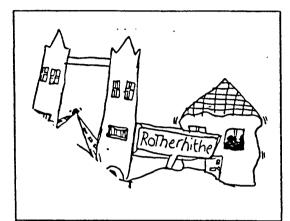


ANNUAL REPORT 1992

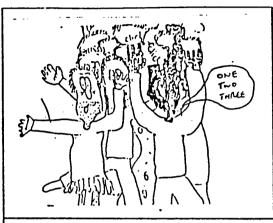


THEATRE

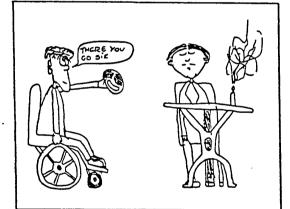
Mon	Tues	Wed	Thurs	Fri	Sat	Sun
	/					



On Tuesday nights a group meets in the Time and Talents centre in Rotherhithe.



There are twenty-five people in the group. Sometimes it gets a bit crowded.

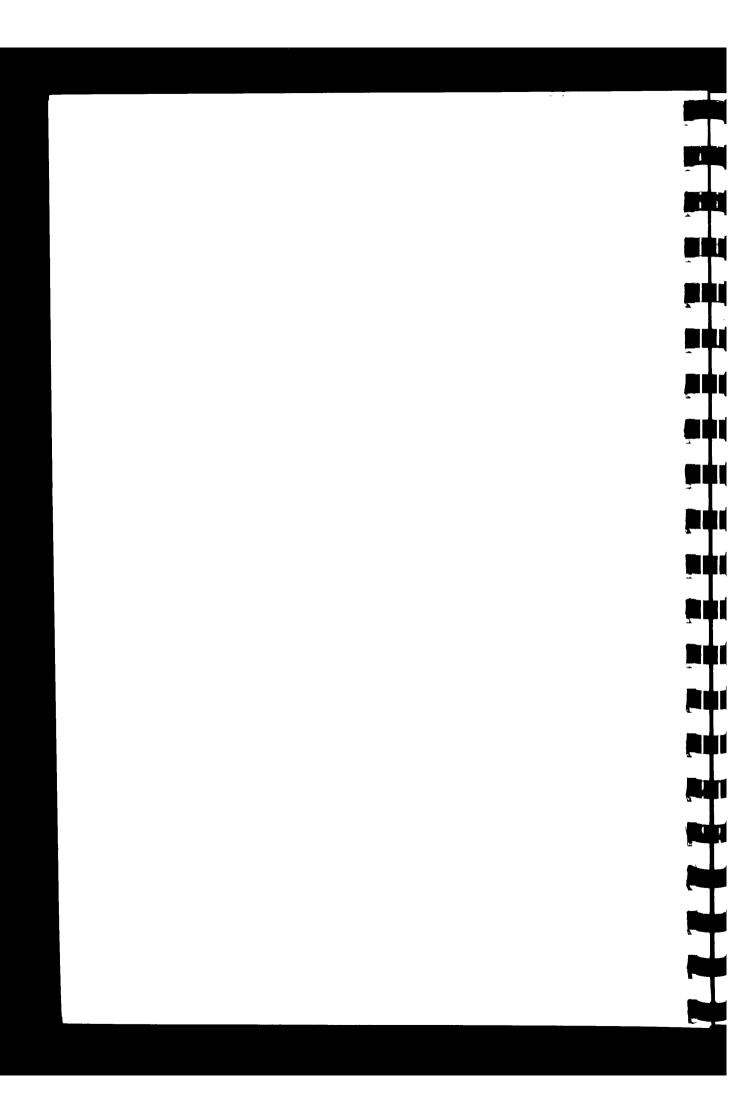


We are making a play about a family who own an old cafe. Some members of the group have learning difficulties. Some members of the group have physical disabilities. Some members of the group live locally and just want to make theatre.



Many members of the group have not acted in a play before. They enjoy working with everyone but sometimes they find it difficult to understand what is happening. We are finding ways of working where everyone can feel and be involved.

CONSULTING USERS ABOUT COMMUNITY CARE PLANS



Huddersfield People First

Contact: Joyce Kershaw/Neil Gelder, People First Office, SEC, Swallow

Street, Huddersfield HD1 2PB. Tel: Huddersfield 541486.

How were users consulted?

Members of Kirklees CC Sub-Committee came to SEC and asked Neil Gelder to become co-opted onto Committee. Neil Gelder agreed (Joint Secretary of Huddersfield People First). A Planning Group was set up to discuss plans for people with learning difficulties. Another member (Peter Beardsell) was co-opted onto that.

A public meeting was held by the Planning Group at the SEC and was attended by parents, students and other interested parties.

How was the written material made accessible for users?

No materials were made accessible and there was no time for staff to discuss issues with students before the public meetings.

What support was provided for users at meetings?

Neil Gelder has a facilitator for his work on the committee - he finds her useful and she gives him confidence.

What were the difficulties?

Peter Beardsell has been marginalised. Neil Gelder was given a draft copy of the plan (over 100 pages) and two days in which to read it with advisor and members of People First.

What were the successes?

Time will tell with regard to Plan. People First members have had some input into the draft plan. Service users in the main, have not. (Parents voiced their concern at public meetings).

What arrangements have been made for ongoing consultation?

Draft copies of the Community Care Plan are discussed through Neil Gelder, at People First meetings. Advisor helps in the process.

Brian Didsbury Users Committee Contact: Harold Roberts, Brian Didsbury Centre, 2 Didsbury Close, East Ham, London E6. Tel: 081-552 8949

How were users consulted?

People First (London Boroughs) invited us to a meeting at Winchester Centre to talk about the care in the community plan 93-94. Social Services was paying them to find out our views. We went by mini-cab so as not to be late. We sat in 3 circles and talked. We talked a lot about jobs and homes. Then we sat in one big circle and the three groups told each other what they had talked about.

We are going to have another meeting. What we say will be written down and give to the Community Care planning team.

When did the consultation process begin and when did it finish?

About 3 months.

How was written material made accessible for users?

No accessible material was provided.

What support was provided for users at meetings?

There were people from People First (London Boroughs) in every group. We had support before the meeting because we talked about care in the community at Users Committee.

What were the difficulties?

Getting to the meeting. We didn't have much time to get there by bus. We didn't have much time to come back by bus before lunch. We had to go by mini-cab.

What were the successes?

We don't know yet, but we had our say.

What arrangements have been made for ongoing consultation?

We don't know, but there should be another meeting.

Northamptonshire People First

Contact: Nigel Lott, Chairperson/lan Davies, Vice Chairperson.

4 Hazelwood Road, Northampton NN1 1LN. Tel: 0604 37233.

How were users consulted?

We were approached by the Social Services Department to be involved in consultation about the draft Community Care Plan (CCP) 1993/94.

When did the consultation process begin and when did it finish?

A day meeting was held to:

- a) Decide whether People First wanted to be involved in the consultation process given that we had not been involved in drawing up the draft CCP.
- b) Discuss what the CCP was.
- Develop a process on how consultation should work.
- Look at the framework/sections of the draft CCP.
- e) Agreed to have three meetings with social services for them to present each section and a final fourth meeting for us to present our responses to the draft plan.
- The meetings were to take place with the Assistant Director and the Community Care Planning Officer who were responsible for community care planning and the production of the CCP.

The three presentations covered the following:

1st meeting: User/carer involvement in community care planning.

2nd meeting: Implementing community care with specific emphasis on assessment

and care management.

3rd meeting: Planning for community care.
4th meeting: A whole day meeting for Poeple First to agree their response to

the draft CCP.

5th meeting: Formal presentation of the response by People First to Social

Services. This session was videoed.

At the end of each meeting the whole group discussed the process and whether it could be improved in any way for the next meeting.

This led to better pacing and more interesting presentations. Following the meetings a formal written response was then submitted to social services.

When did the consultation process begin and when did it finish?

Started 9th December 1992 to 12th February 1993.

How was written material made accessible for users?

The draft CCP was available in large print and tape versions - picture language and role plays were used during the presentation. The meetings held also ensured that the written material was presented verbally by officers of the SSD.

What support was provided for users at meetings?

Two advisors to Northamptonshire People First provided support as required during the planning and presentation stages.

What were the difficulties?

There was too much jargon in the draft CCP and information was not expressed in everyday language. The volume of information was too much. There were some transport difficulties.

What were the successes?

"Gave them (ie SSD) a run for their money!" SSD presented their information at our pace and closed the wide gap between social services and People First by the fourth session - so that we were working together. Members developed a broader understanding of community care and the consultation process. Developed an increase in confidence and in our abilities to participate in consultation. Raised the profile of People First within the SSD.

What arrangements have been made for ongoing consultation?

People First is pushing hard to be part of decision-making at all levels on issues which affect people with learning difficulties. There seems to be a commitment by SSD for consultation to start much earlier in the process.

Self-Advocacy Group - St Albans Contact: Elisabeth Hudson, 16 Gombards, St. Albans, Herts, AL3 5NW. Tel: 0727-854594

What type of management committee?

Two users on project group for employment agency, two on horticultural project. Several users on Coalition N.W. Herts (umbrella organisation working with and for people who have learning difficulties).

How many people are on the committee and who are they?

Employment agency project (1 parent; 2 social services and 1 other).

How many users are on the committee?

Two involved on the employment project, 6 on Coalition group.

How long have users been involved?

Since 1986.

How are they supported?

Friendship with other non-user members.

What have been the successes?

Employment agency established in N.W. Herts.

What have been the difficulties?

Finance.

Professionals under pressure over work and line management control.

Avon Social Services Department

Susan Turner, Training Department, Phoenix Trust,

Stoke Park Hospital, Stapleton, Bristol BS16 1QU.

Tel: 0272 585000

How were users consulted?

Three consultation meetings were held with groups of users of services to people with learning difficulties.

Consultation material (enclosed) was distributed prior to meetings. Day Centre staff were issued with packs of OHP transparencies to use as appropriate (enclosed).

4 places were allocated to service users on each introductory workshop (which was also for professionals). Some people with learning difficulties attended.

When did the consultation process begin and when did it finish?

2 major consultations over 10-12 weeks each.

How was written material made accessible for users?

There was a taped version of the concise versions of the consultation papers.

What were the difficulties?

At the consultation meetings the groups were too large to allow for a proper discussion. the introductory workshops were not able to meet the needs of people with learning difficulties, and the proportion of service users to professionals was too small, making it difficult for them to participate.

What were the successes?

This is the first time that a genuine attempt has been made in Avon to consult with service users. We learnt more about the needs of service users attending courses.



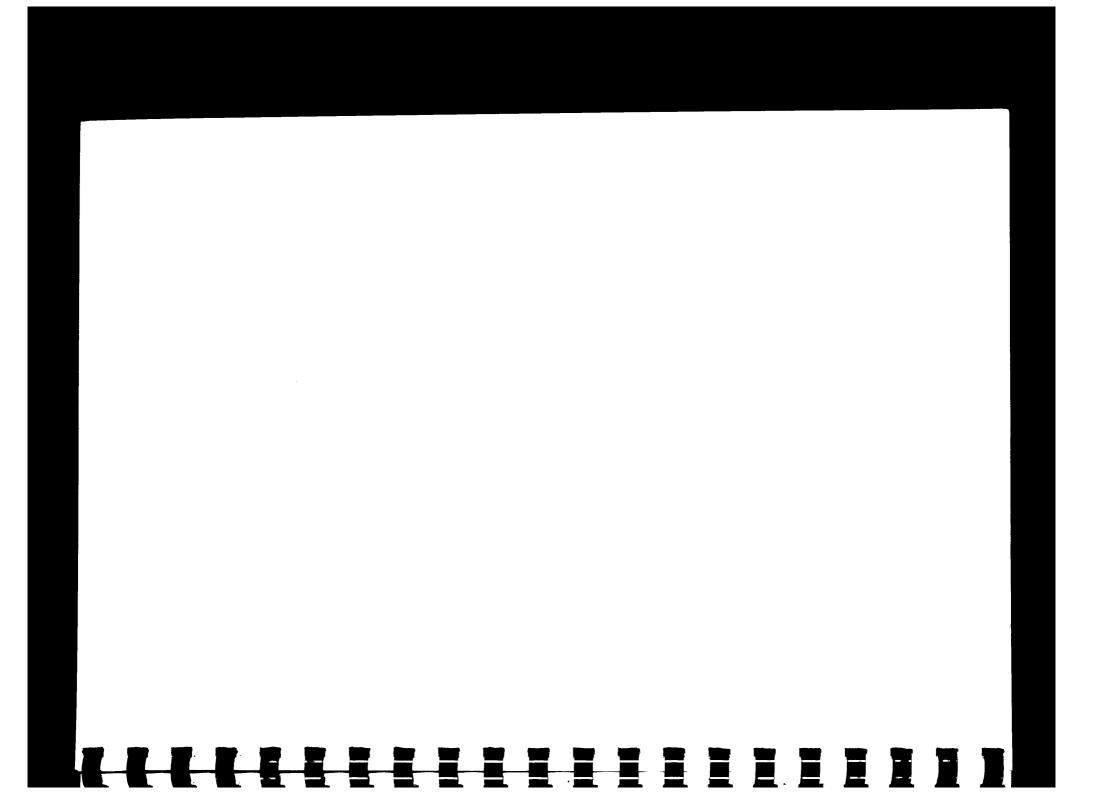
County of Avon

AVON SOCIAL SERVICES DEPARTMENT

CONCISE VERSION

CONSULTATION ON

DRAFT SERVICE CRITERIA



Consultation means talking to people and asking them what they think about plans for services.

The Social Service Councillors want to know what you think.

Please fill in this form and send it back by 25th September 1992 or as soon as possible to the address given at the end. Please do not feel obliged to use the spaces for your comments if you would prefer to use a word processor or tape.

The Councillors want to know:-

Your Name		
Are you speaking for yourself	Yes 🗌	No 🗆
or for a group of people	Yes 🗌	No 🗆
If you are speaking for a group of people what is the name of your group?		

Introduction

The law says that Avon Social Services Department must carry out an assessment of individual care needs. An assessment is a meeting where you and the people who care for you work out what services you need.

The law says that services should be for people with the greatest need.

In July, Councillors talked about a report which sets out a way for the Social Services Department to decide who is in "greatest need" of services.

In finding out those needs, the County Councils Equal Opportunities, Race Equality and Disability Equality policies must be fully taken into account.

This form is to find out what you think of this idea.

This form is set out as a series of statements, followed by a question with space for your reply. You are asked whether you agree with the idea (Yes or No), and for any comments you wish to add.

There are 10 questions in total.

1.	The way the Social Services Department decides who needs services most should be set out clearly for people to understand.		
*	Do you agree with this?	Yes 🗆	No 🗆
	Comments please		
	·	,	
			·

2.	There will be more people asking for to pay for it.	There will be more people asking for help than there is money to pay for it.		
	Councillors need a fair way of decidin most.	ng who r	eeds s	ervices the
	If people do not agree with what Soci services they can get, they can compla	al Servicain.	es say	about the
*	Do you agree with this statement?	Yes		No 🗆
	Comments please			
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	3			

3.	When Social Services starts to work out who needs services most, it may decide that some people who get services now are not in greatest need.		
	Should Social Services use the same services now, as for new people wh	e rules for people to want services.	who get
*	Do you agree with this?	Yes	No 🗆
	Comments please		
		J	·
			•
			•

4.	Needs are defined as:-		_	
	"the help a person requires to live independently"			
*	Do you agree with this?		Yes 🗌	No 🗆
	Comments please			
				·
		,		
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5.	Risk is defined as:-					
	"there is a chance you might someone might hurt you".	hurt	yourself, o	r som	eone else or	•
	It is important to work out h working out who needs servi	ow m	uch risk the e most	iere is	when	
*	Do you agree with this?		Yes 🗌		No 🗆	
	Comments please					
				ı		
	·					
	·	•				

ÌII

6.	It is important to work out vehicle them live independently even	what services people if they are living i	e need to help n hospital.
*	Do you agree with this?	Yes 🗆	No 🗆
	Comments please		
		,	
			<i>.</i>
	·		

7. Social Services will won through an assessment	rk out with you what your needs are . The information will cover:-
The story of your life	What sort of services you need What services your carers want for you
Where you live or want to live What your health is like	What things you can do for yourself
	What services you get at the moment
★ Do you agree with this? Comments please	Yes No No

8. This chart is a way of working out who needs services most. People in greatest need are in category A.					
Needs	High Risk — Low Risk				Low Risk
Help to be Safe	A	A	В	С	D
Help with looking after yourself	A	В	С	D	F
Help with challenging behaviour	В	С	D	E	F
Help with social skills, opportunities for independent living	С	D	E	F	G
Opportunities to be more involved in the community	D	E	F	G	H
★ Do you agr	ee with this?		Yes	•	

9.	Help to be safe is seen as the most important need and is top of the list.				
*	Do you agree with this? Comments please	Yes 🗌	No 🗆		

10.	People who need help to be s have first call on services. T money for everyone else.	afe (in the A box o his may mean ther	n the chart) will e is not enough
*	Do you agree with this?	Yes	No 🗌
	Comments please		
			·
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Please fill in this form and send it back by 25th September 1992 at the latest to the address below.

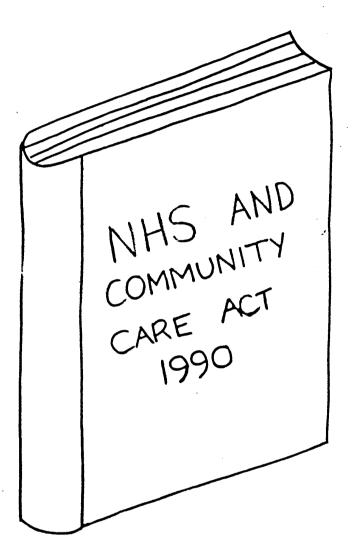
If you want to talk to someone about the form please ask someone you know to help or ring Bristol 290777 ext. 514 to talk to one of us.

Avon Community Care Implementation Team (ACCIT), Avon Social Services Department PO Box 30, Avon House North, St James Barton Bristol BS99 7NB

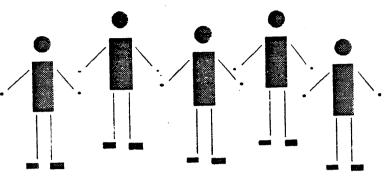
Tel: 290777 ext 514

Avon Social Services Dept.

OVERHEAD TRANSPARANCIES



CONSULTATION



BY 25th September



REPORT TO AVON SOCIAL SERVICES COMMITTEE	

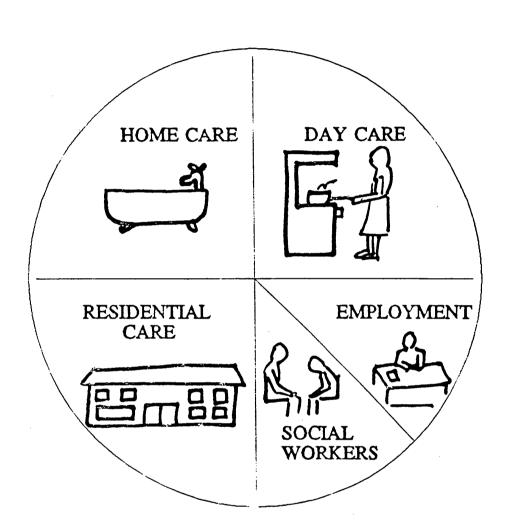


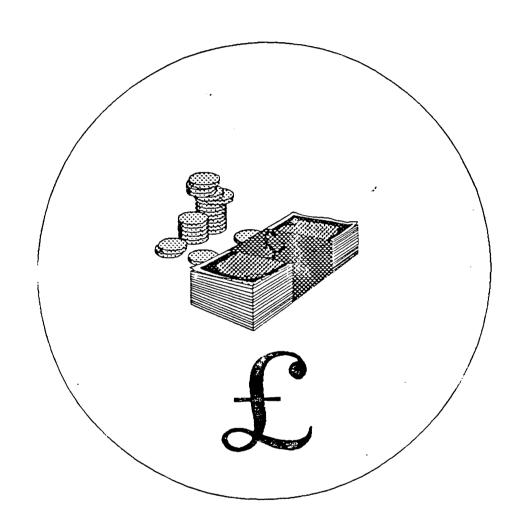
DECISIONS

WHO IS GOING TO GET WHAT?

this is called setting service criteria

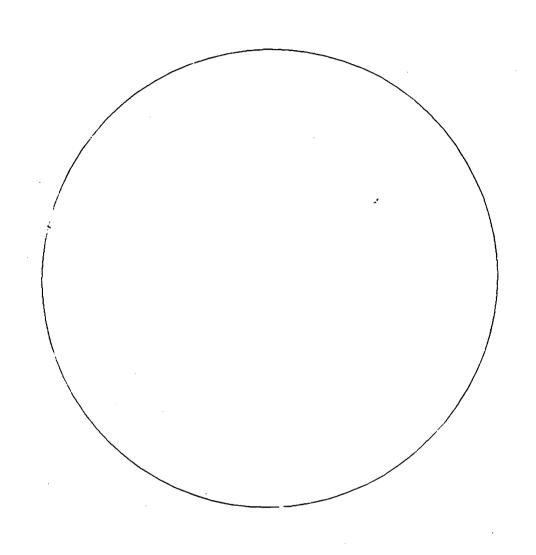




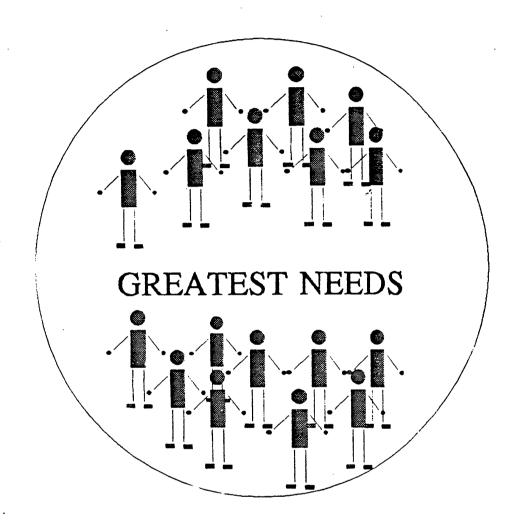


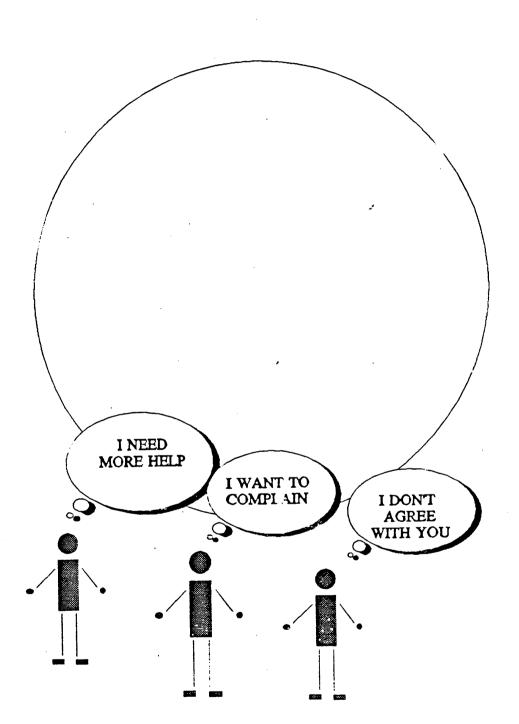
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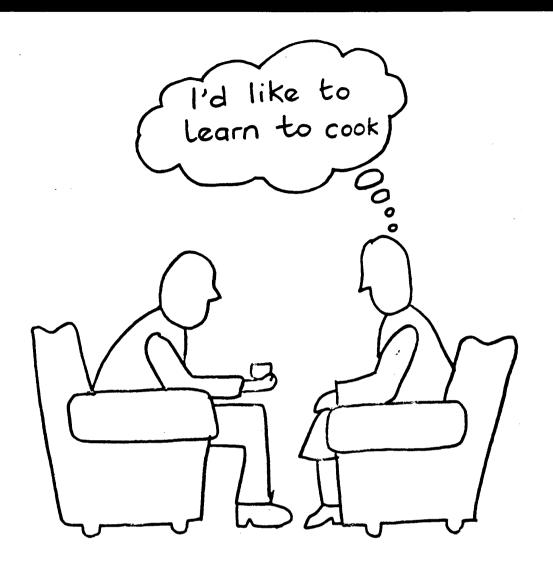


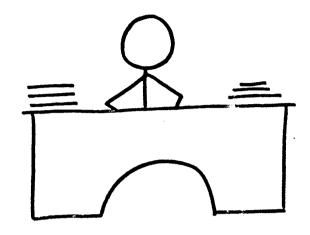
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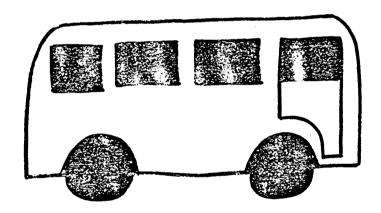


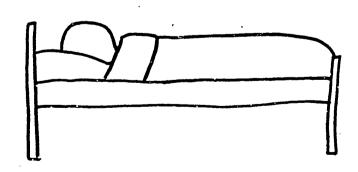


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NEEDS	HIGH RISK → LOW RISK				
Help to be safe for whatever reason	A	A	В	С	D
Help with looking after yourself	A	В	C	D	E
Mental/Emotional Wellbeing	В	С	D	E	F
Help with life and social skills	С	D	E	F	G
Help with getting involved in the Community/ Leisure activities	D	E	. F	G	Н

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RISK:-

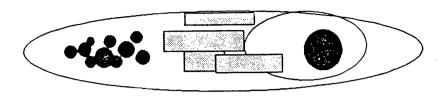
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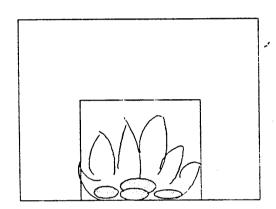
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there is a chance that you might harm yourself if you don't know how to look after yourself properly

OR

someone might harm you.







PAST ISSUES

No.1	Involving service users in appointing staff	November 1991
	Using pictorial methods to enable people to communicate more effectively	
No.2	Stories of how people are working to get changes in services	February 1992
No.3	Involving users in the planning and development of services	June 1992
	Complaints procedures - using them effectively	
No.4	Conflict of Interest	November 1992

- REFERENCES

NHS TRAINING DIRECTORATE: Consumer participation in Community Care. Action for managers. A 2-vol. pack which focuses on the practical issues of participation by service users and carers in the planning and implementation of community care arrangements. Available free from: NHS Training Directorate, St. Bartholomew's Court, 18 Christmas Street, Bristol BS1 5BT.

'MEETING OUR NEEDS' and 'HAVING OUR SAY'. Two publications produced as a result of consultation work in the Swindon area in 1991 and 1992. Available from: Care in the Community Consultation Project, Thamesdown Voluntary Services Centre, 1 John Street, Swindon SN1 1RT. Tel: 0793 538398. £1.00 per publication incl. postage.

PEOPLE FIRST LONDON BOROUGHS. "Oi! It's my assessment". A guide to all you ever wanted to know about Community Care, your assessment and your care manager, but nobody bothered to tell you. Available from People First, Instrument House, 207-215 Kings Cross Road, London WC1X 9DB. Tel: 071-713 6400. Price: £4.50 incl. postage.

SHEARER, Ann. 'Empowering the People' in Who Calls the Shots? London. King's Fund Centre. 1991.

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