

**A N N U A L R E P O R T**

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**SHS Ltd**  
Company No. 146012

**DIRECTORS**

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Pat Butson (to October 1994)  
Susan Hunter  
Ian Kennedy  
Kate Munro  
Pete Ritchie  
Denis Rowley (to October 1994)  
Ninian C. Stuart (to August 1994)  
Ian Watson

**BANKERS**

Bank of Scotland  
Midland Bank (from September 1994)

**AUDITORS**

Scott Oswald & Co.

**SOLICITORS**

Archibald Campbell and Harley, WS

**Scottish Human Services Trust**  
Scottish Charity no. 022430

**TRUSTEES**

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Pat Butson (from October 1994)  
Michael Brander  
Susan Hunter (from October 1994)  
Ian Kennedy  
Denis Rowley (from October 1994)

**Registered Office**

37 Queen St. Edinburgh

**Trading Office**

1a Washington Court  
Washington Lane  
Edinburgh  
EH11 2HA

Tel: 031 538 7717

Fax: 031 538 7719

E-Mail (Geomail) MCR1: SHSI  
(CompuServe) 100407,2626

SHS exists to help caring services in Scotland work better, and to help people who rely on services take more control of their own lives and of the services they use.

Our expertise as an organisation is in the field of 'community care' - the supports and services provided to frail older people, disabled people, people with chronic illness, people with learning difficulties, people with mental health problems, people with sensory impairment and people who misuse drugs or alcohol.

This enormous range of people who use community care services have only one thing in common - they are at risk of social exclusion and are likely to need extra help on a continuing basis to maintain their quality of life and their social networks.

We believe that most community care services in Scotland face an enormous challenge, which extends beyond both the realignment of boundaries and resources following the NHS and Community Care Act of 1990, and the turbulence caused by local government reform.

The challenge is turning our services inside out:

- Rather than exclude people and groups from society we have to include them.
- Rather than fit people to services, we have to mould supports to individuals which allow them to lead their own lives.
- Rather than emphasising incapacity we have to emphasise interdependence and reciprocity.

Many people and agencies in Scotland are working on this challenge. Scotland has some of the most innovative community care projects in the UK. But no-one involved is under any illusion about the effort and time required to move the middle ground.

We believe that over the next 10-15 years SHS can make a contribution to this process. We want to work with people on reform and cultural change within existing services as well as on innovation at the margin.

We aim to help the learning process by working alongside others, across sector, client group and agency boundaries; by seeking to strengthen in-house consultancy skills and the network of user consultants; and by continuing to invite people to meet and work together.

The people involved in SHS share two things; experience of working in human services and frustration that most of those services, despite the best efforts of staff and agencies, fall so far short of what the people who rely on them deserve.



There are two parts to **SHS** :

- The trading company, SHS Limited, which provides values-driven consultancy, training and networking services to a range of human service organisations in Scotland
- The Scottish Human Services Trust, which promotes advocacy, user empowerment and inclusion by providing encouragement, information, and (as resources allow) financial assistance to independent advocacy organisations and small community groups

**SHS Ltd** is a wholly owned subsidiary of the Scottish Human Services Trust. Any profits made by the company are returned to the Trust. The directors of SHS Ltd do not own any shares in the company.

SHS receives no core funding from any source and generates all its income through fees and grants for consultancy, training and information services. The staff of SHS Ltd are employees and are paid a fixed salary.

We also draw on a wide range of consultants to contribute expertise on specific projects. We use consultants with backgrounds in the health service, social work, accountancy, law, community education, and other fields. We also have consultants who are service users. Many of these consultants are self-employed, while others are released by their employer to work with SHS on a part-time or occasional basis.

Our approach to consultancy and training is distinctive in the following ways:

- We are specialists in the field of community care, but we work across 'client groups' and across sectors.
- We are not a user-managed organisation, but seek wherever possible to include user-consultants on consultancy teams. We are concerned to help the network of user-consultants to expand, and to help individuals within this network develop their experience and expertise.
- We seek to maintain a focus on outcomes for users in all the work we do - and keep asking the question 'What difference will this make to users?'
- We prefer to work with our customers, not just for them. This makes it more likely that the results are owned by the agency. We seek to involve people within agencies as part of the consultancy or training team, so they have the capacity to do it themselves next time.
- We also make a habit of working in partnership with other agencies, as we believe that diversity brings strength. We think that SHS can be more effective in promoting better human services if it stays small and works within a wide range of alliances and networks.

The **Scottish Human Services Trust** has no paid staff. Its role will develop over the next two to three years as and when it secures income from the trading company and other charitable sources.



SHS works on a diverse range of issues within a consistent framework of values.

The listings below show the range of our current work at September 1994.

#### NETWORKS

- CHANGEOVER
- ANTI-AGEISM
- COMMUNITY LIVING
- HOSPITAL RESETTLEMENT

#### CONSULTANCY

- ORGANISATIONAL RESTRUCTURING
- PROJECT DEVELOPMENT
- HOSPITAL CLOSURE
- JOINT COMMISSIONING
- INSPECTION
- CITIZEN ADVOCACY
- DEVELOPING NEW USER GROUPS
- PERSON CENTRED PLANNING

#### TRAINING

- CARE MANAGEMENT
- COMMUNITY CARE POLICY
- BUSINESS PLANNING
- PATHS AND MAPS
- VALUES

#### RESEARCH

- READMISSION TO PSYCHIATRIC HOSPITALS
- EVALUATION OF COMMUNITY SERVICES
- HOUSING MANAGEMENT
- COMMUNITY CARE TRAINING PROVISION

As well as responding to requests, we have initiated three programmes of work which involve consultancy, networking, research and training:

- **Changeover** - a UK and transnational programme for supporting change in day services for people with learning difficulties through involving and linking users, carers, front-line staff and service managers. Piloted originally in Strathclyde, this programme is now operating in Shetland, Portugal, London and North-West England. We expect to develop additional European links during 1994/5.
- **Community living** - a programme of information and training for agencies providing housing and support to a wide range of community care user groups.
- **Advocacy development** - a programme of development and support for organisations involved in independent advocacy - particularly citizen advocacy.



## **S O M E E X A M P L E S O F O U R W O R K I N T H E L A S T Y E A R**

The changes because of care in the community affect many different people. Three key ideas have shaped a great deal of the work we have been asked to do in the last year.

### **THE FIRST KEY IDEA - A GREATER SAY FOR USERS**

- *People who use community care services should have a greater say - both as individuals and as interest groups - in how those services work.*

We were given a small grant by a Social Work Department via an Advocacy Project to help establish an independent mental health survivors' group. One of our consultants with a background in community work and community education spent time initially with a small number of interested individuals, helping them to clarify their ideas and aspirations.

Over the course of a few months, the group developed an identity, planned and ran a small conference, and was able to broaden its base by recruiting additional members. We then provided an additional day's consultancy to the group, using a planning tool called PATH to help them map out a programme of work.

### **THE SECOND KEY IDEA - CLEAR EXPECTATIONS OF QUALITY**

- *People who use services and the public authorities who subsidise them have to know what they can expect from services - and services have to be clear about what they offer and demonstrate the quality of what they do.*

We were asked to design, write and deliver a training programme on business planning for unit managers in a large local authority social work department. The aim of the programme was to help in-house managers clarify who their customers were; what services they offered, and what service users could expect.

We worked with middle and senior managers to agree the content of the programme, and how the training would be linked to operational planning at district level. The programme therefore involved middle managers taking part in the course alongside unit managers to ensure that unit plans complemented wider developments.

### **THE THIRD KEY IDEA - WORKING TOGETHER**

- *Community care has to be planned and managed by agencies working together.*

We were asked by a health board and social work department to review the closure plan for a long-stay hospital and to bring forward recommendations to the interagency planning team. This involved building up pen pictures of some of the people moving to the community; researching best practice elsewhere; talking with the key actors about the objectives and constraints of the existing plan, and bringing people together for a day conference to consider the issues. The team for this project included consultants from the Tizard Centre in Kent, the Sainsbury Centre in London, and a user-consultant from Mindlink the national user group.



## TRUSTEES

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**Michael Brander** is an Associate of the Edinburgh law firm Archibald, Campbell and Harley.

**Ian Kennedy** is a partner with Edinburgh law firm Archibald, Campbell and Harley.

**Pat Butson** is a training officer with Borders Regional Council.

**Denis Rowley** is Director of Community Care Studies at the University of Dundee.

**Susan Hunter** is a lecturer in social work at the University of Edinburgh.

Additional trustees will be appointed during 1994/95.

## NON-EXECUTIVE DIRECTORS

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**Susan Hunter** (chair)

**Ian Kennedy**

**Ian Watson** (vice-chair) is employment advisor at the Edinburgh law firm McKay Simon.

## EXECUTIVE DIRECTORS

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**Kate Munro**, Programmes Director. Kate has a background in social care training, supported employment and community living.

**Pete Ritchie**, Chief Executive. Pete has a background in community work, staff development and consultancy on community care.

## STAFF

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**Liz Hardy**, Projects Manager. Liz has a background in arts administration and voluntary sector management.

**Jo Kennedy**, Projects Manager. Jo has a background in researching and writing open learning materials.

**Heather Ritchie**, Company Secretary. Heather has a background in welfare rights, small business advice and local government administration.

**Ninian C. Stuart**, Advocacy Programme Manager. Ninian has a background in services for people with mental health problems.

We would like to thank our first administrator and company secretary Geraldine Foulds. Geraldine played a major part in setting up the office and seeing us through the very busy first few months. Thanks also to LeeAnne Rowley (trainee) and Nicky Clapperton (administrative assistant) who worked with us during the year.



13 OCTOBER **Using graphics and wallpaper.**  
A workshop by Alan Tyne.

October						
M	T	W	T	F	S	S
11	12	13	14	15	16	17

17/18 NOVEMBER An introduction to **Social Role Valorisation.**  
A two day workshop.

November						
M	T	W	T	F	S	S
15	16	17	18	19	20	21

13/14 DECEMBER **Person-centred planning,** with Marilyn Wilson from Wisconsin (courtesy of the NDT).

December						
M	T	W	T	F	S	S
13	14	15	16	17	18	19

19/20 JANUARY An introduction to **Social Role Valorisation.**  
A repeat of the two day workshop.

January						
M	T	W	T	F	S	S
17	18	19	20	21	22	23

17 FEBRUARY **Involving users and lay people in inspection.**  
A one day conference.

February						
M	T	W	T	F	S	S
14	15	16	17	18	19	20

3 MARCH **Facilitating organisational change.** A one day seminar looking at the change agenda for community care organisations.

March						
M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18		

17 MARCH **Values-led commissioning.** A workshop with Lyn Rucker from Arizona (courtesy of the Kings Fund).

24 MAY **Inclusion - the art of the possible.**  
A conference with Marsha Forrest, John O'Brien and Jack Pearpoint - plus 15 presentations from individuals and projects from around Scotland.

May						
M	T	W	T	F	S	S
23	24	25	26	27	28	29

25-27 MAY **Summer school workshop - tools for inclusion.** With Marsha Forrest, Jack Pearpoint and Kenn Jupp.

14 JUNE **Systemic change in services for people with learning difficulties.** A workshop with Doug Logan and Gloria Mowat from the Canadian Association for Community Living.

June						
M	T	W	T	F	S	S
13	14	15	16	17	18	19
20	21	22	23	24	25	26

20 JUNE **Supported living 'ways and means' workshop.**

21-26 AUGUST **PASS (Programme Analysis of Service Systems)** with Dr. Kristjana Kristiansen from Norway.

August						
M	T	W	T	F	S	S
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

29 AUGUST **The Norwegian Reform** of services for people with learning difficulties. With Dr. Kristjana Kristiansen.

8-9 SEPTEMBER **Working with people whom services find hard to serve.** With Herb Lovett from Boston.

September						
M	T	W	T	F	S	S
5	6	7	8	9	10	11

10 SEPTEMBER **Day for parents and carers** with Herb Lovett.





SHS has had an eventful and encouraging first year. We have undertaken a wide range of consultancy and training projects; extended our range of associate consultants, and increased our professional staff from two to five. We have brought people to meet visiting colleagues from Canada, Norway, Portugal and the United States. Most importantly, we have helped people to collaborate across geographical, agency and 'client group' boundaries.

We believe that the company has established a solid reputation on which to build over the coming years.

**OUR CUSTOMERS IN OUR FIRST YEAR HAVE INCLUDED:**

- Borders Community Care Forum
- Borders Regional Council Social Work Department
- Castlemilk Partnership
- CCETSW
- Dumfries and Galloway Health Board
- Edinburgh Healthcare Trust
- Edinburgh Voluntary Organisations Council
- Edinvar Housing Association
- Fife Advocacy Project
- Fife Association for Mental Health
- Fife Healthcare Trust
- Greater Glasgow Health Board
- Lothian Regional Council Social Work Department
- Management Development Group of the NHS in Scotland
- Open University
- Scottish Council for Spastics
- Scottish Homes
- Shetland Islands Council Social Work Department
- Social Work Services Inspectorate
- Strathclyde Elderly Forum
- Strathclyde Regional Council Social Work Department
- The Shealin Trust
- University of Dundee
- University of St Andrews
- West Edinburgh Development Group

**DURING THIS YEAR WE HAVE COLLABORATED ON PROJECTS WITH:**

- Associacao Portuguesa de Pais e Amigos do Cidadao Deficiente Mental
- Barnardo's
- Central Regional Council Social Work Department
- Craighead Institute
- Life's Rich Tapestry
- Moray House Institute
- National Development Team
- Newcastle and North Tyne Health Authority
- Scottish Consumer Council
- SHARE Housing
- Strathclyde Regional Council Social Work Department
- University of Dundee
- Western Isles Council



We look forward to continuing to work together during 1994/5

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1a Washington Court  
Washington Lane  
Edinburgh  
EH11 2HA