



**Scottish Human Services**

**Trust** Scottish Charity Number

SCO022430

**Trustees**

Susan Hunter, Brenda Gardner,

Ian Watson (from October 1996),

Bill Gray (from March 1997),

Alan Tyne (from March 1997),

Pat Butson (until October 1996),

Denis Rowley (until October 1996)

**SHS Ltd** Company No. 146012

**Directors**

Ian Kennedy, Pete Ritchie,

Ian Watson (until October 1996),

Susan Hunter (until October 1996)

**Company Secretary**

Heather Anderson

**Bankers** Midland Bank, plc

**Auditors** Scott Oswald & Co.

**Solicitors**

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## an INTRODUCTION

**The Scottish Human Services Trust is a charitable trust which was established in 1993. Its aims are to support the education and empowerment of people at risk of exclusion.**

**The Trust set up a subsidiary company SHS Ltd to undertake consultancy, training and research. Any profits made by the company are returned to the Trust. All the shares in the trading company are held by the Trust. All the trustees are unpaid.**

SHS is an independent agency which generates all its income through fees and grants for consultancy, training and research. The staff of SHS are employees and are paid a fixed salary.

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

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

- We are specialists in the field of community care and we work across 'client groups' and across sectors. We draw on a wide range of consultants to contribute expertise on specific projects.
- Wherever possible we employ people who have experience of using community care services and we seek to include consultants who are service users or carers on consultancy teams.
- 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 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 make a habit of working in partnership with other agencies, including user organisations.
- We work at all 'levels' of the system - on issues relating to Central Government policy, with purchasers, providers and planners of community care services and with individuals and families who rely on those services.

our

## PHILOSOPHY

We believe that many people who rely heavily on the service system are not getting what they need. Despite the best efforts of staff, human services still segregate many people who need to be included and disempower people who need to have choice and control. Too many people are paying too high a price for the help they get.

We believe a fundamental change is required in the relationship between people who need support and the agencies which exist to serve them.

The challenge is how to turn human services inside out

- Becoming person-centred, rather than building-centred or service-centred; organising the support around the individual, not slotting the person into a facility.
- Supporting people to be included (and not just placed) in ordinary schools, workplaces and neighbourhoods.
- Working in partnership with people, their families and their communities, and recognising that most of the resources are out there, not in here.

This means a deep rooted change in our service system cultures- from 'power over' to 'power with', from 'in the community' to 'with the community', from block contracts to one person at a time.

## REVIEW

**1996 was a year of learning and consolidation for SHS. We strengthened our external reputation with a series of publications and a range of multi-agency projects and we strengthened our internal culture of learning and challenge within the team.**

**This review picks out the main strands of work during 1996. Behind and in between this work, we undertook evaluations, ran seminars, provided consultancy, spoke at conferences - and survived a fire in the office half way through the year which destroyed our entire library.**

**PERSON-CENTRED PLANNING** We continued to work with our consortium partners - Richmond Fellowship Scotland, Edinvar Housing, Partnership Housing, SHARE and Quarriers - to develop good practice in person-centred planning.

We compiled, tested and delivered a five-day course for staff working in community settings - and this has now been run in Edinburgh, Glasgow, Aberdeen and Belfast. We have been invited to run this course in other parts of the UK in 1997.

One highlight of 1996 was the Breaking the Moulds conference at Lauder College, Dunfermline. Keynote speakers included Michael Kendrick and Carol Beatty from the United States, Tom Hoogeveen from Holland, Vic Finkelstein from the Open University, Mandy Neville from Circles Network and Jane Campbell from the British Council of Organisations of Disabled People. The conference explored the implications of direct payments and the shift to individualised services for the culture of service organisations and the relationship between users and providers of services.

**HOSPITAL RESETTLEMENT** Last year we started to work with more of the resettlement teams around Scotland, providing consultancy and training on both assessment and commissioning issues. All the teams are dealing with the fall-out from local government reform, the recent shake-up in the health boards and the prospect of real cuts in local authority budgets.

At the same time, there is a strong commitment to developing truly individualised housing and support arrangements, and we have enjoyed having the opportunity to work alongside resettlement teams as they help people move out to new lives in the community.

Our training on person-centred planning in the resettlement teams and in the provider agencies has started to create a common language and has assisted collaboration around people who are in hospital in one area and now want to move back to another area.

We have also been conscious of the need to help the NHS Trusts now running the large institutions to rethink their role and to change their organisational culture, so they can be active partners in the resettlement programme. As well as running a series of seminars with Chief Executives and Clinical Directors, we have now started work with one of the largest NHS Trusts on a major change management project to harness the creativity of front line staff.



## **TOWARDS PERSON-CENTRED ORGANISATIONS**

**During 1996 we worked with several agencies embarking on the shift towards a person-centred organisation. Re-engineering the organisation around the individual rather than the building or project involves changes in structure, systems, culture and skills. Some organisations are starting by dismantling and individualising particular projects, while others are starting by systematic retraining of staff.**

Recognising that many organisations face common challenges, we have initiated a collaborative forum where a number of provider agencies with a common commitment to person-centred principles can share learning and know-how.

**INDEPENDENT ADVOCACY** Following the success of our 1995 conference 'Sticking up for Mrs Smith' we have been supporting the development of a consortium of independent advocacy agencies. Our first joint project was a contract from SHAS (Scottish Health Advisory Service) to write and consult on guidelines for health boards on commissioning independent advocacy.

Later in the year we were successful in attracting a grant from the Baring Foundation to consult more widely with local advocacy groups. Our roadshow took us all round mainland Scotland, taking evidence from over 50 different organisations. This has allowed us to devise a programme of collaborative development for independent advocacy in Scotland. We went back on the road in early 1997 to consult again with the local agencies and seek their backing for the programme.

Finally, we started work on a two-year programme sponsored jointly by Fife Health Board and Fife Council to strengthen independent advocacy in Fife. We have now completed a detailed audit of provision and priorities. During 1997, we will be co-ordinating a programme of development work with local agencies.

**USER EMPOWERMENT** We collaborated with Scottish Users Network, and received sponsorship from Forth Users Network, Glasgow Association for Mental Health and Penumbra Residents' Association to run Powerful Voices - a leadership development programme for users and survivors of mental health services.

Based on the consultancy development programme run by the Sainsbury Centre for Mental Health in London over the last few years, this course was designed both to support individuals wishing to work as trainers or consultants in the mental health field and to strengthen the networks in the Scottish user movement.

**NEW PERCEPTIONS** We collaborated with Age Concern Scotland and CCETSW on a small but innovative project in a local authority residential care home. We brought together residents, relatives and staff for a series of sessions to look at ageing, ageism and quality of care.

The initial work was funded by Age Concern Scotland and Charity Projects. During 1997, we will be building on what we learned in the first phase. We plan to look both at the scope for cultural change within residential settings and at how to help older people and their carers design person-centred alternatives to residential care.

**COMMUNITY LIVING** We set up the Your Move project in 1996 because we saw that people with learning difficulties and their families living in the community were not aware of the opportunities for individual housing and support arrangements.

A series of seven public meetings across Scotland attracted over 400 family members and interested professionals to talk about these ideas and we continue to give information and advice by telephone to people who have subsequently heard about the project.

Following the meetings, we started work with families on five local 'demonstration' projects in Ayrshire, Glasgow, Motherwell and Perthshire. Three of these projects involve helping individuals move to a home of their own, and the other two involve helping local families to establish supported living agencies. Our role has been as a catalyst and 'fellow traveller', assisting families and local service providers to work together to create new individualised services.

This project has been funded to date by a one-off grant from Scottish Homes as part of their commitment to supporting a wider range of tenure options for people with learning difficulties and a report on the 'nuts and bolts' of the work to date will be published in Spring 1997. We are now seeking continuation funding to allow us to establish and support a network of community living advisers across Scotland.

It was clear from the start of the project that for some people home ownership or shared ownership would be the best housing option. However, this option often involves detailed work on issues of capacity, security, insurance, benefits, service charges and housing management.

We have therefore started work with Margaret Blackwood Housing Association and others on a new initiative to streamline home ownership and shared ownership for people with physical or learning difficulties.

**TRANSFORMING DAY SERVICES** Changeover is an international programme to support user-focused change in residential and day services. During 1996 our closest partners were Birmingham City Council and de Open Ankh, Holland.

Birmingham has introduced Changeover to all its day services for people with learning difficulties and is now extending the approach to day services for people with physical disabilities and people with mental ill health.

In Holland, de Open Ankh is a network of charitable service providers working in the field of learning disability and mental health. They have introduced Changeover in Hernesseeroord, an institution for people with learning difficulties engaged in a major resettlement programme. Their recent evaluation concluded "Changeover is an excellent instrument for achieving the change of attitude that is essential for developing a client-directed service".

Changeover is, we believe, a powerful tool for developing services which are more conscious of quality, more responsive to users and carers and more capable of managing continuous change. We envisage significant growth in the Changeover network during 1997.

**EVALUATIONS** During the last year we have been invited to evaluate a supported employment project and a community living project.

This work has given us both encouragement and food for thought in seeking to understand the factors in service design and staff practice which lead to positive outcomes.

**DEVELOPING LOCAL STRATEGIES** We have been working in two local authorities to assist in developing a local strategy (one for learning difficulty, one for mental health) in which people who use services and carers as well as the various agencies are fully involved both in the planning and the implementation.

**NEEDS ASSESSMENT** We continue to undertake needs assessment work both in urban areas with high levels of need and in very rural communities. Different projects have focused on housing need, general health and welfare needs and the needs of carers. We also wrote the HMSO publication Population Needs Assessment in Community Care.

## LOOKING AHEAD

**1997 will be a difficult year. Local authorities and health boards will continue to work with tight financial constraints and local authorities will come under increased pressure to 'contract out' services.**

However, these and other pressures create many opportunities for innovation.

- The introduction of direct payments from April 1997 can be used proactively to encourage person centred, flexible and cost-effective alternatives to current service provision.
- There is scope for closer collaboration between social services and primary care as a result of the shift towards a primary care centred NHS.
- There is an urgency to improve and demonstrate the quality and responsiveness of in house services as a positive alternative to contracting out.
- The Childrens Act provides an impetus for extending inter-agency collaboration around services for children in need, including children with disabilities.
- The resources and energy available 'out there' with service users, families and communities become increasingly indispensable.

The key to taking advantage of these opportunities is collaboration.

How well we work together as agencies; how we maintain shared commitment to the task strong enough to survive pressures of one-sided loyalty to our organisations; how we make consulting and information sharing second nature; how we handle conflict without violence: this will determine how much progress we make at strategic level.

How well we work together with and around individuals and their families; how we stay loyal without wanting to 'own' the person; how we build bridges with ordinary community people and organisations; how we reach consensus rather than bury differences; how we keep the concerns of the person in focus, rather than the convenience of the agencies: this will determine how much progress we make at an individual level.

**Scottish Human Services Trust TRUSTEES** **Susan Hunter** (chair) is a lecturer in social work at the University of Edinburgh. **Ian Watson** is employment adviser at McKay Simon WS, with a background in mediation and specialist employment services. **Brenda Gardner** is a retired social worker and a service user. **Alan Tyne** has been a key figure in the normalisation and advocacy movement for the past twenty five years. **Bill Gray** is a disability activist.

## WHO'S WHO

**Scottish Human Services DIRECTORS** **Pete Ritchie, Susan Hunter** and **Ian Kennedy** are Directors of SHS. **Pete Ritchie** has worked as a consultant for the last ten years with local authorities, health boards, housing associations, user organisations, voluntary organisations, universities and central government departments. He founded SHS in 1993 and came from a background in community work and social work in the voluntary and statutory sector. **Ian Kennedy** is a solicitor in private practice and has a background in community work and residential child care.

**Scottish Human Services STAFF** **Jo Kennedy** has a background in researching and writing open learning materials. Over the last two years she has been managing the Person Centred Planning Consortium and writing and delivering person centred planning courses. **Liz Hardy** has a background in arts administration and voluntary sector management. **Ninian Stuart** has a background in services for people with mental health problems and homeless people. During the last few years he has supported the development of advocacy in a number of areas throughout Scotland. **Julie Barclay** has been managing the Changeover programme and developing her skills in training, facilitation and organisational consultancy. She has a background in graphic design. **Frances Bennett** joined SHS as Administrator in September 1996 and comes from a background of University management and administration. **Chris Jones** originally trained as an occupational therapist and has been involved in the development of supported employment services for people with high support needs. She has undertaken a number of service evaluations since joining SHS and is due to complete an MSc in Applied

Social Research in 1997. **Annette Arnott** joined SHS in November 1996 as Administrative Assistant.

**Heather Anderson** has a background in welfare rights, small business advice and local government administration. She has worked as part of the Changeover, Person Centred Planning and Your Move

teams within SHS and is also the Company Secretary. **Helen Wilson** has been involved with the

person centred planning consortium for the past 18 months. She has also worked on several SHS

publications and research projects, as well as co-ordinating a number of events. **Laura Broderick**

joined SHS in June 1996, previously having worked in Jay Nolan Community Services in Los Angeles,

one of the leading providers of community living support services in the States. Laura's key area of

expertise is in developing individual service designs for people with challenging behaviour. **Mary**

**Wright** has a nursing, teaching and general management background gained over many years in

community health services in the NHS. She has also worked on an interagency basis, facilitating change

in long stay institutions and within Primary Health Care teams. **Elaine Wilson** has been involved in

our work on independent advocacy and in mental health. She has worked with the advocacy

consortium and on developing independent advocacy in Fife and co-ordinated the Powerful Voices

course. **Andy Smith** has been developing services for people with learning difficulties and people who

have high support needs for over 10 years, using person centred planning and supported living tools.

He has recently been managing the Your Move project and working on Hospital Resettlement and

Commissioning Services Change Programme. **Paul Kenny** worked with SHS on a six month

secondment from KPMG. Paul researched and wrote Business as Usual. **Susan Davies** was employed

as Administrator from November 1995 to June 1996 when she moved south with her family.

## PUBLICATIONS

**POPULATION NEEDS ASSESSMENT IN COMMUNITY CARE** This guidance for planners and managers was commissioned from SHS by Social Work Services Group and COSLA and is published by HMSO. The guidance describes the theory of population needs assessment, provides a worked example based on a fictional Scottish local authority area, and summarises over 40 current studies of prevalence, service effectiveness and user preference.

**BUSINESS AS USUAL: COMMISSIONING COMMUNITY CARE IN SCOTLAND** This independent report published by SHS in early 1996 was based on interviews with purchasers and providers from across Scotland. The report provided a snapshot of the perceived state of commissioning in Scotland at that time and formed the basis of a series of inter-agency seminars.

**COMMUNITY LIVING: IMPLICATIONS FOR PEOPLE AND AGENCIES** Aimed at people wanting to assess the implications of developing community living as an alternative to group homes, residential or nursing care. This book outlines the principles of community living and examines ways of making these principles a reality for both individuals and agencies.

**WAYS TO WORK** This book was written to complement the Changeover programme. It brings together what we are learning about converting day services for people with learning difficulties from a building-centred to a person-centred model. The interest generated by the book led us to hold an international conference on supported employment in Edinburgh in December 1996.

**SPEAKING UP** This training pack was commissioned by the Richmond Fellowship in Wakefield. Written in close consultation with peer advocates and user organisations, the pack is designed to be used by mental health advocacy projects. The course provides an opportunity for advocates to stand back from and reflect on their role and relationships and to share knowledge and experience with others.

**PATIENTS, PEOPLE, POWER** This four day course, with accompanying video, is designed for nurses, doctors, social workers, clinicians and other professionals working in mental health services. It aims to help staff to understand what disempowerment is, and how it happens in the mental health system; to be clear about their own and their staff's attitudes towards user rights and empowerment; to recognise the good things they are doing; to initiate some small-scale improvements; and to feel more confident about their role in making changes.

**CHANGEOVER VERSION 3** Following the experience of using Changeover in Birmingham and Holland, we updated and improved the team member and team leader manuals. We relaunched the programme in Scotland and England in early 1997.

**PEOPLE, PLANS AND POSSIBILITIES** We were invited to collaborate with Helen Sanderson and Gill Goodwin on the first UK guide to person centred planning sponsored by the Joseph Rowntree Foundation. This will be published in Spring 1997.

**YOUR MOVE** We have been commissioned by Scottish Homes to produce an account of the nuts and bolts of setting up community living arrangements, based on the work of the Your Move project. This book will be published in Spring 1997.

February, March, April 1996 Edinburgh **COMMUNITY LIVING - THE WAY FORWARD** Six half days seminars with: Andy Smith, Jo Kennedy and Paul Kenny of SHS; Doug Watson, Director of Program Development for the State of New Hampshire; Richard Pemberton, Consultant Psychologist with Eastbourne and County Health Care; Paul Key, Director of Resettlement and Care Management with Newcastle City Social Services; Sue Rawcliffe, Training Officer with Richmond Fellowship; Thomas McNally and Adam Blake from Share Housing.

## EVENTS

February, March 1996 Edinburgh **BUSINESS AS USUAL? - COMMISSIONING**

**COMMUNITY CARE SERVICES IN BRITAIN** Four half day seminars with: Pete Ritchie and Paul Kenny, SHS; Laurie Naumann, Scottish Council for Single Homeless; Lindsay Burley, General Manager; Borders Health Board; Ian Jones, MDG, NHS Management Executive; Malcolm Matheson, Director Key Housing and Harry O'Donnell, Miller Homes.

February 1996 London and Glasgow **CHANGEOVER CONFERENCE - RE-ENGINEERING**

**DAY SERVICES** with Pete Ritchie and Julie Barclay, SHS; Doug Watson, Director of Program Development for the State of New Hampshire; Steve Beyer, Deputy Director of the Wales Centre for Learning Disability and Barbara McIntosh, Director of Changing Days Programme.

April 1996 - February 1997 Edinburgh, Aberdeen and Glasgow **ACHIEVING PERSON**

**CENTRED SUPPORT** Four 5 day courses on the values of person centred planning and the use of a number of planning processes with: Jo Kennedy, Andy Smith, Laura Broderick, Helen Wilson and Heather Anderson, SHS.

March - September 1996 Glasgow **POWERFUL VOICES - A COURSE FOR USERS OF**

**MENTAL HEALTH SERVICES** A two day residential workshop followed by 8 one day workshops for users and survivors of mental health services to develop skills for user led change in mental health services with Jane Schonveld and Peter Lindley.

May 1996 Dunfermline **BREAKING THE MOULDS - 2 DAY CONFERENCE ON MAKING**

**SYSTEMS PERSON CENTRED** Speakers included: Peter Blackledge, Partnership Housing; Carol Beatty, Executive Director of the ARC of Howard County, USA; Michael Kendrick, Massachusetts, USA; Paul Key, Director of Resettlement and Care Management with Newcastle City Social Services; Vic Finkelstein, Open University; Tom Hoogeveen, Policy Advisor to Dutch Government on Direct Payments; Jane Campbell, Parliamentary Representative of the British Council of Organisation of Disabled People.

June 1996 Edinburgh **EDUCATION IS FOR EVERYONE** a one day workshop on including children and adults with learning difficulties, physical disabilities and sensory impairment in ordinary education. In collaboration with the City of Edinburgh Education Department and Access Ability Lothian and with Jack Pearpoint and Marsha Forest, Centre for Integrated Education and Community, Toronto, Canada.

June 1996 Edinburgh **SUPPORTED LIVING FOR PEOPLE WHO SERIOUSLY CHALLENGE**

**SERVICES** Introducing Laura Broderick, from Jay Nolan Community Services, Los Angeles, USA.



June 1996 Edinburgh, Dundee, Glasgow and Aberdeen **YOUR MOVE** Series of 4 free meetings, with sponsorship from Scottish Homes, for people with learning difficulties, their parents, carers and any interested professionals on increasing the choice of housing options and tenure with Andy Smith and Laura Broderick, SHS and Vic Riley, Federation of Supported Living Agencies, Wigan.

October 1996 Edinburgh **COMMUNITY OPTIONS** One day workshop with Marilyn Wilson and Angie Sharpe of Community Options, Wisconsin, USA on supported living.

November 1996 Edinburgh **SPECIAL SCHOOLS - AND NOW I AM DIFFERENT** (publication by People First Scotland) Book launch in the Traverse Theatre with John O'Brien, Responsive Systems Associates, Georgia, USA; Charlie Reid, the Proclaimers and Michelle Roots, Extra Strands, Edinburgh.

November 1996 Edinburgh **SAFEGUARDING PEOPLE WHO ARE IN CARE** Evening seminar with John O'Brien, Pete Ritchie, Susan Hunter and Rachel Squire, MP for Dunfermline West.

November 1996 Edinburgh **CRAFTING A CHANGE OF PATTERN** A one day seminar with John O'Brien and invited participants to explore the challenges facing leading agencies in Scotland who wish to change their model of provision.

December 1996 Edinburgh **NEW WAYS TO WORK** One day conference on international developments in supported employment with: Nicola Acquarone, Genoa; Kathryn Stiles, Oslo; Colin Goodwin, Liverpool; Laura Broderick and Pete Ritchie, SHS.

December 1996 - February 1997 **COMMUNITY LIVING - NOT JUST A CHANGE OF ADDRESS** A series of 5 half day seminars on the principles and implications of community living with: Andy Smith, Jo Kennedy, Laura Broderick, Pete Ritchie, SHS; Mark Feinman, Merseyside Health Trust; Richard Pemberton, Consultant Psychologist and Vikki Baker, speech therapist, both of Eastbourne and County Health Board; Peter Clarke, Chief Executive, Mental Health Services, Salford.

September and December 96 - February 97 Edinburgh **CULTURE, VALUES AND IDENTITY IN NHS LEARNING DISABILITY SERVICES** A series of 4 half day seminars with: Murray Duncanson, Chief Executive, Barnet Health Care Trust; Mark Feinman, Merseyside Health Trust; Richard Pemberton, Consultant Psychologist with Eastbourne and County Health Board; Peter Clarke, Chief Executive, Mental Health Services, Salford.

December 1996 Edinburgh **MODELS OF SUPPORT - KEYRING, LONDON** A half day session for care providers by Carl Poll, Director of KeyRing, London.

February 1997 Edinburgh, Glasgow and Bristol **CHANGE OVER VERSION III LAUNCH** Pete Ritchie and Julie Barclay, SHS.

Abbey National  
 Avon County Council  
 BAP Bolton  
 Barnardos  
 Barony Housing  
 Birmingham City Council

## CUSTOMERS

Borders Community Care Forum  
 Borders Regional Council  
 Castlemilk Partnership  
 Charity Projects  
 Church of Scotland  
 Cleveland County Council  
 Coventry City Council  
 Croft Home Care Limited  
 De Open Ankh, Holland  
 Dumfries and Galloway Council  
 East Renfrewshire Council  
 ENABLE Homes  
 Fife Health Board  
 Fife Council  
 GAMH  
 Glasgow City Council  
 Greater Glasgow Health Board  
 Highland Communities NHS Trust  
 Highland Council  
 Key Housing  
 Link Housing  
 Liverpool and Lancashire Autistic Society  
 NHS in Scotland  
 Newcastle City Council  
 North and West Belfast Health and Social Services Trust  
 Quarriers  
 Real Life Options  
 Richmond Fellowship (Scotland)  
 Richmond Fellowship, Wakefield  
 Scottish Council YWCA  
 Scottish Homes  
 Shetland Islands Council  
 Scottish Health Advisory Service  
 Scottish Users Network  
 Social Work Services Inspectorate  
 Telford College, Edinburgh  
 Western Isles Council  
 Western Isles Health Board

## During this year we have collaborated on projects with

Access Ability Lothian  
 Age Concern Scotland  
 Barnardo's  
 CCETSW  
 Centre for Inclusive Education, Toronto  
 Dunfermline Advocacy Initiative  
 Edinvar Housing

## PARTNERSHIPS

Fife Advocacy Project  
 Michael Kendrick, Massachusetts  
 Kristjana Kristiansen, Trondheim  
 Management Development Group  
 Margaret Blackwood Housing Association  
 National Development Team  
 Nuffield Institute for Health, Leeds  
 John O'Brien, Georgia, USA  
 People First Scotland  
 Partnership Housing  
 Quarriers  
 Richmond Fellowship Scotland  
 Sainsbury Centre for Mental Health  
 Jane Schonveld  
 Scottish Users Network  
 Scottish Advocacy  
 SHARE Housing  
 Shealin Trust  
 Tizard Centre  
 University of Stirling  
 Wales Centre for Learning Disability

**We look forward to continuing to work together during 1997**



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