

KEYS TO POWER

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1. "WHY KEYS TO POWER"?

The key of the door is highly symbolic in our society - it represents trust, maturity and independence. People who use welfare services, such as day centres, support groups and residential environments have usually been labelled as disabled, handicapped, ill or dependent. Along with these titles comes a collection of stereotypes and assumptions about maturity, competence and trustworthiness.

A bunch of keys represents the power in an organisation. The front door key represents right of access, referral processes, visitors, use of the building out of hours. The filing cabinet key represents access to files, data and case records. The safe key represents access to pay and non-pay budgets. Traditionally all these keys, and, more importantly, all the power they represent, has been in the hands of paid professional staff. But no longer.

Service users (called "users" or "members" in this report) are increasingly taking charge of their own lives, and invading and taking over the services they receive. In response to this, progressive service providers are developing new practices. But many questions arise. In a day centre, for example, if the front door key is handed over to users, will property be stolen, will people sleep in the building, and will the insurance company cover the risk? Can users be involved in the process of staff recruitment, whilst maintaining all obligations towards equal opportunities legislation?

The purpose of this report is to collect together examples of best practice in these vital areas. Users and staff who wish to develop their own service may wish to seek more information from projects who have already made progress towards handing back the keys to power to their rightful owners - the users. In negotiating changes with senior managers and funders, it is vital to be able to argue a coherent case in the light of the constraints of risk management, audit, equal opportunities, health and safety and so on. It is also extremely useful to be able to point to established projects delivering a similar service which have already introduced the proposed changes.

Locating and describing these projects is not an easy process. Many progressive projects will not be described in this edition, because we have not heard of them. The authors hope to produce a subsequent, updated version, so please send any relevant information to...

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2. INTRODUCTION

Survey Background

This survey was the result of a collaboration between Nottingham Healthcare NHS Trust and the University of Nottingham and took place during 1993. The aim was to improve local services by locating and then learning from innovative practice in other services.

Approximately 560 organisations involved in community care were sent a questionnaire in the post and invited to reply. If the organisation did not return the questionnaire within a month a telephone call was made and the questions asked over the phone in order to obtain a response. The bulk of respondents were unable to provide concrete examples of power-sharing. Those responses which included examples of innovative practice were sifted to limit repetition and provide a broad cross-section of projects and practices.

Thanks are due to Graham Hope, Anne Alexander and Paul Nicholl from "Euroskill 2000" and Dr Dick Jotham from the University of Nottingham Department of Adult Education for the hard work and support they provided.

Layout of Results

Each section includes examples of projects where users are involved in keyholding or power sharing. Summary details of the projects may be found at Section 12, "Organisational Profiles". I have occasionally added notes in italics to remark upon the examples or add further ideas.

It was sometimes difficult to place projects neatly into one category rather than another, so please read a little above and below the specific entry in case there is relevant material nearby.

3. KEYHOLDING & BUILDING OCCUPANCY

3a) Do Users Occupy The Premises Whilst These Are Unattended By The Staff?

NACRO Tyne & Wear N C T say "momentary absence by staff is unavoidable and we feel that as adults the users are more than competent to continue with the task in hand...not all staff are key holders..this is a responsibility that the user should not be put under. The intruder alarm company and the insurance company have details of the key holders."

Lambeth Accord users may use the building for discos etc., but a caretaker would always be present to attend to security.

The 526 Centre does not allow users access to the premises, but permit other community groups to use the building out of hours, when access is restricted to the ground floor.

Newcastle Health NHS Trust say yes for ordinary homes.

Northumberland Mental Health NHS Trust say "in some circumstances in the hospital users would be trusted e.g. to be in an office alone (not the Nursing office).

At **Corby Workbridge** users may occupy the building outside normal hours, by agreement with the Council of Management.

At **DisJointed Limited** users occupy the building as part of a planned sequence when staff are not in attendance, but they are not keyholders, due to fire, security and insurance requirements.

Re Instate Ltd pay a responsibility bonus where trainees take charge of small projects and can be left to handle tasks without normal supervision."

3b) Are Users Issued With Keys To Gain Access To The Premises During The Usual Hours Of The Service Provision Or Out Of Hours?

Emmanuel House has two trusted users who are keyholders.

At **Blenheim Road Centre** keys to internal rooms are hung in a cupboard and used by staff and users equally, but users do not have access to external keys.

At **Glencraft Rehab Workshop** users may use some internal keys, but some areas are restricted - for example, the clinic room keys may only be held by a registered nurse.

Cwmbwrla Day Centre say that "Departmental policy (Social Services) restricts the number of keyholders to a maximum of three, all of whom need to be available for call-out in the event of the security alarm being activated. It is a requirement that these keyholders are staff members and that one keyholder is present while the building is in use."

At **Corby Workbridge**, one user will take on responsibility for security, and another supervision. Keyholders may enter the building as they wish, but out of hours entry must be reported to the Council of Management at the earliest convenient time. The Council of Management vest keyholding and out of hours responsibilities in members they judge to be responsible.

Islington MIND has a policy of leaving premises unattended by staff, whilst users are present. There are also individual & multiple key Holders and Key holders have equal access to more than one room. Users may unlock and use the building out of hours. They train their users (considered as volunteers) in the use of fire and intruder alarms.

This is noteworthy as they have one of the largest numbers of users (800+ 1992/93). It is also interesting to note that they have a user/ staff ratio of 80:1, far larger than most other organisations.

Islington MIND and **MIND in Furness** are covered by MIND block insurance.

No-one suggested the use of an electronic keypad as a means of avoiding some of the problems associated with security.

4. DECISION MAKING

4a) Can Users make choices over their Personal Programme?

In **Northumberland Mental Health NHS Trust** individual clients can choose from a range of activities and select which ones they wish to pursue.

Skills & Employment Opportunities Project find individualised placements for each user.

NACRO Tyne & Wear N C T users have some input into their training area, but this is restricted by external requirements, such as training schedules.

Users at **Moxon Street Enterprises** choose which department to work in, and can request a change of department. The task in hand at any time is dependent upon the contracts obtained by the business.

4b) Are ALL users invited to speak out?

Skills & Employment Opportunities Project send a six monthly questionnaire to users on features to be introduced, expanded or removed.

Our Celebration has user only meetings which are regular and properly minuted. The leader then voices the team's concerns and suggestions to the manager.

At **Blenheim Road Centre** all users are able to approach the management directly and are consulted on many issues.

4c) Do Users sit on the management committee?

The **Blackfriars Work Centre** Management Committee has two places for users.

At **Restore** the joint staff and user meetings are chaired by a user. They also have a yearly planning meeting to which all users are invited to share ideas and formulate goals for the coming year. These goals are then tackled by working parties made up of users and staff.

Cwmbwrla Day Centre operates a Centre Management Group, made up of three staff representatives and six user representatives. The user representatives are elected by the users at their separate weekly meeting. Everyone sits on the Group for a limited time, apart from the Day Services Manager, who is permanent. Decisions are made by voting, with the staff and the users each having a total of three votes. In the event of a deadlock, a senior manager would attend the following meeting and takes the casting vote. This has never happened.

Newcastle Mental Health NHS Trust and Newcastle District Health Authority (DHA) co-fund a Mental Health Consumer Group. Executive members of this group are paid a retainer at the same level as non-Executive Board members of the Trust. Two members regularly attend all Board meetings, with a place at the table and a right to speak (they cannot be full members without a change in the law). Members of this group also hold membership of a wide variety of other groups (eg the Quality Steering Group and the Black Mental Health Working Group). They also facilitate a wide range of Patient Councils in each local service area. Users are paid via the DHA to keep them at "arms length" and avoid an element of vested interest.

Corby Workbridge have a Board of Directors where either the Chair or the vice-Chair must be members. There are also four member Directors and the Financial Director must be either a member or a volunteer. There is also a Council of Management made up of six member managers and four support staff. Finally there is a Supervision Team made up of eight elected member supervisors. Everyone gets one vote, apart from the Board where support staff have no vote, and there are also four non-voting members representing other agencies attached to the Board. All employed people, including all support staff, are subordinate to the Board of Directors, and the Chair and Vice Chair are the employees line managers.

DisJointed Limited has five Directors, including two users and one ex-user. There is also a Management Team of seven people, including four current users, and one ex-user/Director.

Emmanuel House has elected representatives.

Northumberland Mental Health NHS Trust have elected representatives who liaise with management.

At **Glencraft Rehab Workshop** there has been a Consumers Council active since 1986, made up of one representative from each work environment. The chair attends planning meetings and participates in working parties (staff meetings, catering liaison group, multidisciplinary day care meetings, day care developments working party).

4d) Are users included in working parties?

Corby Workbridge has a member group which develops, with support, all policies and presents them to the Board of Directors for adoption.

At **Many Hands** users are involved in weekly planning meetings, quarterly work policy and planning (4 user reps) and annual reviews.

Users at **St James House** participate in Quality Circles. They also have a regular user-only meeting and items are brought forward to a joint meeting between user representatives and staff.

At **NACRO Tyne & Wear N C T** users are on the Equal Opportunity, Health and Safety at Work and Joint Trainee Councils.

4e) Is training provided for users?

Neath ATC users have help in running committees and support groups.

Newcastle Mental Health NHS Trust run a "User Rights and Empowerment" Course, jointly developed between the Mental Health Consumer Group and an Assistant Director. The course is a 2 x 2 day event, with a period of "homework" featuring an empowerment audit between the two blocks.

"The sessions are all established on a modular basis so that we also run a half day session for all new members of staff as part of the compulsory induction course which can also be put together in a variety of other formats as appropriate to the target group within the organisation."

The underling philosophy behind this initiative is to encourage staff members to "explore and understand issues relating to (dis-) empowerment within a structured setting".

Islington MIND are closely involved with local user groups and the Director and Employment Worker have run courses for users on procedures of meetings.

At **Skills & Employment Opportunities Project** "Users are encouraged to join permanent staff at consultative meetings, so as to learn how local government "systems" work. This is essential before they can participate fully in community care consultations with an effective voice".

5. RECRUITING USERS AS STAFF MEMBERS

5a) Does the organisation have an equal opportunities policy?

Newcastle Health NHS Trust have recently been discussing a range of positive action recruitment initiatives to employ users and ex users as members of staff.

5b) Does the Service/scheme actively recruit service users or ex-users as members of staff?

The majority of organisations stated that they did recruit users/ex-users as members of staff. The Survey showed that the responses were 2:1 in favour of the recruitment of users/ex-users to staff posts.

Northumberland Mental Health NHS Trust have recently recruited two service users - the User Voice Worker and the Patients Council Worker.

Is the allocation of "special" jobs for users the same as opening up all vacancies to applications from users?

NACRO Tyne & Wear N C T advertise all vacancies fully amongst the trainees.

Lambeth Accord circulate vacancies to trainees and volunteers and have recruited ex-users who have had other employment before coming back into the organisation.

Islington MIND actively recruit service users.

DisJointed Limited positively discriminate where possible in favour of user recruitment.

A quarter of the staff at **St James House** are users or ex-users.

Corby Workbridge have 9 staff, of which 5 are ex or current mental health service users.

Skills & Employment Opportunities Project actively recruits users and 3 out of their 5 casual staff are ex-users.

5c) Do users have support during their transition to the role of staff member?

St James House negotiate and agree the appropriate level of supervision and support for each staff member. This can vary according to need.

Corby Workbridge say, "The record that no ex or current user employed has failed to make a complete success in their post is the best indicator of the success of the support provided."

Cwmbwrla Day Centre say "There is no policy of positive discrimination in favour of users ... applications are considered on their merits, alongside all other applicants...we have recruited users on a sessional basis, and where users have made the transition, it has been a relatively painless process, due to the high level of involvement in the programme that the individuals concerned have had in their user role."

Some have suggested that a clean break needs to exist so that users (and observers) can make a definite step over from the user role to the staff role. Cwmbwrla suggest here that the more permeable the boundary - the more users have real involvement in every aspect of the life of the organisation - the easier it is to make the transition.

Islington MIND are currently recruiting a Volunteers Development Worker to target this need.

6) USER INVOLVEMENT IN RECRUITMENT AND SELECTION

6a) Are users involved in the recruitment and selection of staff?

At **NACRO Tyne & Wear N C T** the users do not have any input into recruitment ... however, if a user is up for selection their working relationships with other users will be taken into consideration.

Do we do that with internal candidates? Does it give external candidates a fair chance?

Lambeth Accord involve trustees or volunteers, but not users.

Northumberland Mental Health NHS Trust involved users in the recruitment and selection of the Patients Council Worker and the User Voice Worker, but has not done so in other situations.

At **Glencraft Rehab Workshop**, the users Council are asked to consider what skills are needed and what kind of person should be recruited.

St James House try to involve at least one user in the complete process, from shortlisting to interviewing and recruiting.

At **Many Hands**, at least one user is a member of the selection panel and is involved from the beginning with writing the person specification.

At **Our Celebration** potential staff, users, students and volunteers are introduced to existing users before they offer employment or training; the opinion of existing users is always taken in to consideration.

At **Blenheim Road Centre**, candidates work with users for a time, and then users comment on how well the candidates got on with them.

Neath ATC involve users, and provide training for this.

At **Cwmbwrla Day Centre**, where users have been trained in interviewing, they are included as an integral part of the panel. If users have not been trained, they form an informal panel and feed their observations into a separate staff panel.

Islington MIND have run training courses in Equal Opportunities.

Newcastle Health NHS Trust involve users on a fairly regular basis and rely on the ordinary recruitment and selection process to be sufficiently robust, without need of a separate process or policy.

At **Corby Workbridge**, the selection of staff is in the hands of the (member controlled) Board of Directors, who always involve the membership in the selection process.

At **Skills & Employment Opportunities Project** there is no formal role, but there is room for informal consultation.

At **North Yorkshire** it is proposed that users are to be involved at all stages of the processes of recruiting staff from the initial advert, formulation of the job description and person specification to the method of selection.

6b) How do questions of ability/expertise, trustworthiness and confidentiality affect this?

At **St James House**, users are trained in recruitment procedures, and only take part if they want to. Their stamina is also considered to ensure that they can give fair and equal interviews all day.

At **Many Hands**, potential user members of the selection panel receive explanations of the task, and those without sufficient concentration or stamina de-select themselves. Trustworthiness and confidentiality are not found to be problematic.

At **DisJointed Limited** user Directors participate in interview panels, but other users do not. The duties involved in interviewing are fully explained at the start of a user's Directorship.

At **Blackfriars Work Centre** all interview panels/shortlists have to be trained in equal opportunities policies, especially the organisations' own policy.

7. BUILDING MAINTENANCE, HEALTH & SAFETY

7a) Can users assist in areas of buildings maintenance, such as repair work and decoration?

Some organisations who responded "yes" to this question, used these activities, eg decoration, in the training of users to NVQ II or III. This was carried out under supervision of staff in some organisations. Some organisations which responded negatively to this idea did so because they already employed staff to carry out the work.

Newcastle Health NHS Trust do not see it as particularly positive to involve users on a regular basis in these activities.

Moxon Street Enterprises say, "No - in a normal company an office worker would not be expected to start painting."

At **Corby Workbridge** members both manage, carry out or contract out maintenance work.

At **Cwmbwrla Day Centre**, all staff and users are encouraged to take account of the need to maintain cleanliness and safety of the environment.

7b) How do factors such as legal/work practice/insurance regulations affect participation of users within the organisation?

Users at **Blenheim Road Centre** are involved, and are fully insured.

Corby Workbridge have legal advisors and an insurance broker reporting to the Board of Directors. Work practice is controlled through laid down training and operating procedures controlled by the Council of Management.

7c) How are "Working Users" paid? Does this have any implications?

Northumberland Mental Health NHS Trust pay day patients at £15 per week - the maximum disregard allowed by the benefits system.

Users at **Glencraft Rehab Workshop** are "employed" in supervisory roles as work experience and paid on a reward payment system within the Benefit regulations. This is after vocational assessment using the Cheadle Morgan/Griffiths tool.

Corby Workbridge secured Union support through the local trade councils at the outset of each project.

St James House say, "no unpaid user does work which might otherwise be done by an employee."

8. PERSONAL RECORDS

8a) Are records and details of personal data regarding users kept?

Emmanuel House have no personal files.

Many Hands take up references on joining, but have no other records.

Islington MIND only keep records if there is some ongoing work with, say, welfare benefits, advocacy or employment, and then only with the users permission.

St James House only keep information which is directly relevant to their task of assisting people obtain employment.

Corby Workbridge have minimum records.

Skills & Employment Opportunities Project keep minimum records and say that staff rely on memory, plus summary notes, perhaps three monthly.

Personal records are highly symbolic of power, and might be viewed as serving the organisation's needs or for the purpose of protecting staff. Some organisations limit this power by working without records, or by handing over records into the custody of users, or by allowing users to make entries. We could find no examples of a portfolio system where the records are held by the user, although rumours abound!

8b) To what extent do users have access to their personal files?

NACRO Tyne & Wear N C T say "We have never had an occasion where a user requires to see their file. In the event however I do not feel that we would object."

At **Glencraft Rehab Workshop**, users have full access to their work reports and assessments but must write to their Consultant to ask for access to their clinical files.

In **Skills & Employment Opportunities Project** users are asked to check all information on their personal file.

Lambeth Accord say, "nothing is written about users that they are not aware of...nothing is put on a client's file that they do not wish to be recorded (eg information about being abused by a member of their family) ... the client's permission is obtained before we seek further information from others about them ...all trainees are asked to comment on their own achievements ... if a trainee disagreed with a part of the final report this is noted on the report itself.

At **Cwmbwrla Day Centre**, the Social Services Department make an appointment to see their files and this is accompanied by a counselling facility to discuss with the client the information contained in the file.

8c) Do users take part in their own assessment for the information contained in records?

Many Hands give oral feedback and make no written record of assessments.

At **St James House**, users complete their own assessments and these are compared with the supervisors assessments.

8d) Do users write in their records?

Blenheim Road Centre note that reports from other people/agencies cannot be altered.

Newcastle Health NHS Trust are trying to move towards a situation where "most service users have active involvement in writing and maintaining their nursing or other keyworker files, and in some cases maintain their own copies of documentation."

Northumberland Mental Health NHS Trust users answer "Not sure".

Are other users more effectively informed of their rights?

Corby Workbridge have access and amendment procedures backed by the Board of Directors.

9. ORGANISATIONAL DATA

9a) What information is available for public access?

At **Islington MIND** no information is available to the public unless for the purpose of campaigning. The information to be released has to be first agreed by the user.

The **Newcastle Health NHS Trust** respondent says, "I am not aware of a situation in which the Mental Health Consumer Group has requested a document and that request has been refused." In theory, there will be some "commercial in confidence" material.

St James House is a limited company, and so is obliged to release annual summary data.

At **Corby Workbridge** all data concerning the organisation is available to members and they produce statistics for the Annual Report.

The **Mental Health Shop** is working on a video promoting the services of the Mental Health Shop and to look into black mental health and community care issues using a Health Promotion grant. The video will be translated into various Asian languages.

Insight asked the "Keys to Power" researchers for a fee of £50 to complete the survey return.

9b) How are factors such as security, privacy and confidentiality influential in the procedures for maintaining records both for personal data and information about the organisation?

Atlantic Text use a computer database and coded password.

The aspects of privacy and confidentiality are enshrined in the policy adopted and enforced by the Board of Directors at **Corby Workbridge**.

10. USER FRIENDLY LANGUAGE

10a) Are documents, records and information relevant to users made accessible and adapted to users with additional needs?

At **Blackfriars Work Centre** the Alaap project was started in May 1993 and caters for the needs of Asian people with mental health needs. "The Work Organiser is fluent in Bengali and the Social Worker speaks Urdu and Punjabi. With their language skills and understanding of Asian culture and traditions they plan to add the existing environment and activities so that the work centre is welcoming and appropriate for Asian people."

At present **Cwmbwrla Day Centre** Day Centre is looking at the issue of tailoring a service to Asian clients.

A training programme is currently being held at **Cwmbwrla Day Centre** that is designed to equip users in the necessary skills for such things as group organisation, interviewing and committee skills, assertiveness, negotiating, etc...

A point highlighted by the **Newcastle Mental Health NHS Trust** was that they thought that having the Consumer group around has helped. They have published: "*Service Users Charter: A Guide to Your Rights*" and the "*Service Users Handbook*" for people going into residential settings. The Consumer group was involved in co-writing the Charter and The Handbook.

Northumberland Mental Health NHS Trust have an information service who are keen to make information available in a user friendly format.

10b) Are such materials held/produced presented in easy access formats eg. standardised, picture symbol systems, colour coding etc?

Skills & Employment Opportunities Project use large print, but none of the other methods are used as they are not "normal".

Lambeth Accord use interpreters and provide materials on cassette.

Neath ATC are developing materials.

11. BUDGET CONTROL

11a) Are users involved in petty cash systems?

At **Blackfriars Work Centre**, users are involved in petty cash systems.

Users at **St James House** operate the cash till, collect and deliver cash and cheques to the bank.

11b) Do Users order stock?

At **NACRO Tyne & Wear N C T** users are allowed to operate the petty cash and stock ordering systems as part of their training and under supervision. This does not include keyholding, account using or signatories.

Blenheim Road Centre users are involved in petty cash, stock ordering and account using.

At **Glencraft Rehab Workshop**, certain user supervisors are allowed access to the petty cash to buy materials needed to do their jobs. These users are allowed to communicate with companies and order stock provided they follow the in house policies.

11c) Are users signatories for financial transactions?

At **Islington MIND** no-one apart from the Director handles cash, but three ex-users are cheque signatories.

Users at **DisJointed Limited** handle cash at all levels, providing they wish to participate. Directors (two current users and one ex-user, along with two other persons) are cheque signatories.

Four users at **Many Hands** are cheque signatories.

At **Orchard Centre**, users are signatories and account users.

11d) Are users involved in maintaining financial records?

At **Islington MIND**, the two finance workers are ex-users.

11e) Are users involved in management decisions over budgets?

Newcastle Mental Health Consumers Group are on the Trust Board and so have access to the budgetary decision making process of the NHS Trust. Newcastle say "there are clearly major barriers in involving users on an ad hoc basis in financial transactions with regard to expenditure of public resources for which Board members are personally responsible."

At **The 526 Centre**, users are fully involved.

St James House does encourage user participation in financial management decision taking via a management committee.

Corby Workbridge members generate their own finances through trading, set their own budgets, pay their own bills and share all profits made. Cheques are signed by the Chair and Vice Chair (one or both are users). Support staff where mandated are able to sign cheques to a certain amount. Monies provided by grant are ring fenced to specific expenditure.

Users at **Neath ATC** are involved in deciding what to do with an unofficial fund.

The **Glencraft Rehab Workshop** User Council have their own account and are allowed to raise funds and spend money raised according to their wishes.

At **Cwmbwrla Day Centre**, the Centre Management Group (half the votes belong to users with a casting vote held by a staff member) regularly discuss the Centre's financial position and the most desirable use of the Centre's funds.

At **Orchard Centre** the users have control of the "Entertainment and Rewards" budget which gives control over the payment of bonus money for work in the centre. Orchard Street also run a clients savings club.

At **The Mental Health Shop** users and carers have two separate budgets for their own use for day trips, travel costs, child care etc., which they decide how to spend. However, at present to avoid the need for the groups to have become constituted or registered companies, the funds are administered by staff.

At **Launceston Day Centre** Users run their own fund from the money earned from a recycling project.

12. ORGANISATIONAL PROFILE

We would like to acknowledge the help of the following projects and individuals in the compilation of this report. The projects are listed in alphabetical order.

Atlantic Text, (SAMH), 38 Gardens Crescent, Edinburgh EH3 8DQ. Tel 031-229-9867.

Thanks to Wendy Henderson. Project quoted in section 9b.

Blackfriars Work Centre, 44 Nelson Square, London SE1 0QA. Tel 071-928-7525.

Charitable funding. 6 full time and 2 part time staff work with 20 users with mental health problems. Users are given work experience producing various products and services - Christmas cards, wooden toys, rugs etc which are sold on the open market. Attendance is usually 10.30 - 3pm. Self referrals usually. Thanks to Jacquie Aucott. Project quoted in sections 4c, 6b, 10a and 11a.

Blenheim Road Centre, Blenheim Road, Kidlington, Oxon. Tel 0865-377662.

Funded by the local authority. Number of staff/users 24/63. The multiply disabled users carry out training in sensory therapy, sports, crafts, literacy and numeracy. Referrals welcomed from schools and colleges. Attendance is five days per week (9am-4pm Mon-Fri). Thanks to John Boyt. Project quoted in sections 3b, 4b, 6a, 7b, 8d and 11d.

Corby Workbridge, Unit O, St Marks Road, St James Industrial Estate, Corby, Northants, NN18 8AN.

Funded by the local authority. Two full time and two part time staff support 90 users. Users run the organisation as a cooperative business, doing packing and assembly work. Referrals come from health and social services. Thanks to Ron Sawford, Managing Director. Project quoted in sections 3a, 3b, 3c, 5b, 5c, 6a, 7a, 7b, 7c, 8a, 8d, 9a, 9b, 11e.

Cwmbwrla Day Centre, Heol-y-Gors, Cwmbwrla, Swansea SA5 8LP. Tel 0792-652101.

Funded by Social Services. Number of staff/users 18/150. Adult mentally ill users carry out training in craft, design and technology, arts and crafts, needlework, mechanical engineering, information technology, horticulture and living skills. There is an open referral of users to this open ended course. Attendance varies between half and five days per week. Thanks to Clive Prior, Team Leader. Project quoted in sections 3b, 4c, 5c, 6a, 7a, 8b, 10a, 11e.

Disjointed Ltd, 1a Garendon Street, Leicester LE2 0AH. Tel 0533-536299.

Voluntary funded. 5 full time and two volunteer staff work with 43 users who have varying disabilities. Training and employment skills are taught on flexible courses. Referrals from anywhere. Thanks to Graham J Lowe, Executive Manager. Project quoted in sections 3a, 4c, 5b, 6b, 11c.

Emmanuel House, 53/61 Goosegate, Nottingham NG1 1FE

Voluntary and statutory funded. 15 staff support 300 homeless users. Drop-in facility open 9am-10pm, along with welfare rights and accommodation advice and there is a lifeskills programme. Referrals come from homeless agencies. Project quoted in sections 3b, 4c, 8a.

Glencraft Rehabilitation Workshop, Blackberry Hill Hospital, Manor Road, Fishponds, Bristol BS16 2EW. Tel 0272-656061.

Funded by NHS Trust. 9 staff work with 160 users who are trained in woodwork, picture framing, packaging and manufacturing garden products. Trainee attendance is between one and five days each week. Courses are individualised and vary from six weeks to long term. Referrals from GP's, social workers etc. Thanks to Mrs Margaret Dougall. Project quoted in sections 3b, 4c, 4d, 6a, 7c, 8b, 11b, 11e.

Insight, 79 Buckingham Road, Brighton BN1 3RJ.

No other information available. Project quoted in section 9a.

Islington Mind, 8 Manor Gardens, London, N7 6LA. Tel 071-272-6797.

Funding: Council/NHS/Trust. No. of Staff/Users: 10/800+. Users are involved in employment and voluntary development projects. Various counselling services operate. The nature of the projects dictates the duration of the length of course. Referrals are from GP's, social Workers, self referral and voluntary groups. Thanks to Anne Rouse. Project quoted in sections 3b, 4e, 5b, 5c, 6a, 8a, 9a, 11c, 11d.

Lambeth Accord, 336 Brixton Road, London SW9 7AA. Tel 071-274-2299.

Voluntary funding. 26 staff support 32 users who are trained in business administration and catering to NVQ levels I and II. The attendance pattern is course dependent, usually 1-2 years on a five day per week course. Referrals from Employment Service, Careers, Social Services, hospitals. Thanks to Wanda Green, Assessment Team Leader. Project quoted in sections 3a, 5b, 6a, 8b, 10b.

Launceston Day Centre, 14a Newport Industrial Estate, Launceston, Cornwall. Tel 0566-776422.

KEYS TO POWER - DRAFT REPORT

County Council funded, with two full time and two part time staff working with 22 users who have learning disabilities. Training in various crafts and life skills via work experience. Courses last up to six years. Referrals from Social Services. Thanks to Mrs J Blank. Project quoted in section 11e.

Many Hands, 10 Acklam Road, London W10 5QZ. Tel 081-940-4777.

Funding from Dept of Health, Horizon and several charities. 4 full time, two part time staff and one tutor work with around 50 users aged 22 -55 years. Office skills, information technology and decorating are taught. Duration of the work experience and attendance of the course is flexible. Referrals from mental health workers. Thanks to Christine Starnes. Project quoted in sections 4d, 6a, 6b, 8a, 8c, 11c.

Mental Health Shop, 40 Chandos Street, Leicester LE2 1BL. Tel 0533-471525.

Funded by Social Services and City Council Urban Programme. Four staff work with 35 users at present. 293 people used the service in 1992/3. Predominantly ethnic minority users with a mental illness receive training and welfare rights advice etc. Referrals from both statutory and voluntary sectors. Provides an advocacy service for the Asian and Afro-Caribbean population and their carers. Thanks to Jacqui Sealy, Project Worker. Project quoted in sections 9a and 11e.

MIND in Furness, 24 Paradise Street, Barrow-in Furness, Cumbria, LA14 2HU. Tel 0229-827094.

Funded by franchising activities and rents from residents. Accommodation for 18 residents and 10-12 day attenders, all supported by 12 staff. This is a drop-in centre/supported accommodation/pilot work scheme for people with mental health problems. Self referrals welcomed, or from professionals or relatives. This open ended scheme involves both craft and social activities (10am-3pm Wed-Thurs). Accommodation includes two group homes, six flatlets and a 24 hour hostel. Thanks to Mrs E Warmesley. Project quoted in section 3b.

Moxon Street Enterprises, 52 Moxon Street, Barnet, Herts EN5 5TS. Tel 081-364-8466.

Funded by sales income and the Health Authority. 9 staff work with 105 mental health service users. Provides work based training and rehabilitation with printing, desk top publishing, office admin, catering and light assembly. Attendance varies from two to five days per week. Referrals from any mental health professional. Thanks to Janette Cumlin. Project quoted in sections 4a and 7a.

NACRO New Careers Training Northumbria, 1st Floor, 6/8 Lambton House, Lambton Road, Jesmond, Newcastle upon Tyne, NE2 4RX. Tel 091-281-5391.

Charitable funding. Number of staff/users 24/270. Users are usually unemployed ex-offenders who are trained to NVQ standard I, II and III in various areas such as upholstery, sewing, cabinet making, plumbing, information technology etc. The duration of the course varies from 104 to 156 weeks. Attendance pattern is Mon-Fri 8.30am - 4.30pm. Referrals from Training Agencies and Employment Service. Thanks to Sid Ramsay, Manager. Project quoted in sections 3a, 4a, 4b, 4d, 5b, 6a, 8b, 11b.

Neath Abbey ATC, Monastery Road, Skewen, Neath, West Glamorgan. Tel 0792-812825.

Funded by Social Services. 30 staff work with 150 users with learning disabilities. Various workshop, self-help and community activities are available. Referrals welcome from the community mental handicap team. Thanks to Spencer Jones. Project quoted in sections 4e, 6a, 10b, 11e.

Newcastle Mental Health NHS Trust, St Nicholas Hospital, Jubilee Road, Gosforth, Newcastle upon Tyne, NE3 3XT. Tel 091-213-0151.

Thanks to Sophia R Christie, Assistant Director, Business Management. Project quoted in sections 3a, 4c, 4e, 5a, 6a, 7a, 8d, 9a, 10a.

Northumberland Mental Health NHS Trust, St George's Hospital, Morpeth, Northumberland NE61 2NU. Tel 0670-512121.

Thanks to Ann Watson and Colin Gaskill, Day Patient Representatives. Project quoted in sections 3a, 4a, 4c, 5b, 6a, 7c, 8d, 10a.

North Yorkshire Social Services Department. Project quoted in section 6a.

Orchard Centre, Brothers of Charity, Queens Street, Gort, Co.Galway, Ireland. Tel 091-31530.

Funded by the European Social Fund. 12 full time and 7 part time staff work with 40 users with learning difficulties. Work experience in sewing, light assembly and printing provides a skill based programme. Referrals come from GPs, special schools and other adult services. Thanks to Mary Kealy. Project quoted in sections 11c and 11e.

Our Celebration, 292 Tadcaster Road, York, YO2 2ET. Tel 0904-705506.

Funded from business income plus charity and a grant from York Health Authority. 9 staff (five paid and 4 volunteers) working with more than 18 users, all of whom have had mental health problems. Users carry out therapeutic employment and training in a supportive workshop creating luxury crackers, favours, specialist sewing items, hatboxes etc. Attendance varies within 9.30am-3.30pm. Referrals from mental health workers or GPs. Thanks to Mrs Emmy Burdon, Manager. Project quoted in sections 4b and 6a.

Re Instate Ltd, St Johns Hall, Erith, Kent DA8 1AN. Tel 0322-438-155.

Charitable funding. Two full time and two part time staff work with 28 mental health service users who are encouraged to build up confidence and self esteem. This is an open ended course run full time (35 hours per week). Referrals from mental health workers, GPs or Employment Service. Thanks to R J Carder. Project quoted in section 3a.

Restore, Manzil Way, Cowley Road, Oxford, OX4 1YH. Tel 0865-790193.

KEYS TO POWER - DRAFT REPORT

Funded from charitable and statutory sources. Number of staff/users is 11/50. Users with mental health problems are trained in various crafts, screen printing, woodwork, horticulture, and marketing and sales. Attendance varies from one to five days per week (9am - 4pm Mon-Fri). Duration of the course varies from weeks to several years. Referrals are from the Health Authority Mental Health Unit and Social Services. Thanks to Rosie Hallam. Project quoted in section 4c.

St James House, 108 Hampstead Road, London NW1 2LS Tel 071-388-2588

Funded from charity, Health Authority, Dept of Employment, and trading. 16 staff work with 85 users who have mental health problems and undertake work/training in catering, picture framing, and office skills. A counselling service is available. There is a restricted drop-in service for those who cannot work. The duration and attendance pattern is highly varied and user dependent, apart from those on employment service schemes, who get 13 weeks. Referrals from GP's, social workers, hospitals, hostels, etc. Thanks to Helena Holt. Project quoted in sections 4a, 5b, 5c, 6a, 6b, 7c, 8a, 8c, 9a, 11a, 11e.

Skills and Employment Opportunities Project, Redlands House, Hungerdown Lane, Chippenham, Wiltshire, SN14 0JP. Tel 0249-443800.

Funded by the local authority and European Social Fund. Four full time and five part time staff work with 439 users. Users with physical difficulties, learning difficulties and mental illness and involved in sheltered placements or voluntary work. Referrals are from anywhere, including the user. The duration of work placements are usually six months to a year. Thanks to Nick Lowe. Project quoted in sections 4a, 4b, 4e, 5b, 6a, 8a, 8b, 10b.

The 526 Centre, WAMH, 526 Harrow Road, Westminster, London W9 3QF. Tel 081-969-2434.

Funded by a grant from Westminster Council. 3 full time staff plus volunteers support 100 users per week. A drop-in centre running a Sunday Lunch club, counselling service and agoraphobic support scheme. The duration of the various projects is grant related. Referrals welcomed from users or other agencies. Thanks to Trevor Richardson. Project quoted in sections 3a and 11e.