



*Making Social Care
Better for People*

inspection report

FOSTERING SERVICE

The Homefinding & Fostering Agency

**67 College Road
Maidstone
Kent
ME15 6SX**

Lead Inspector
Sophie Wood

Announced Inspection
22nd January 2007 10:00

The Commission for Social Care Inspection aims to:

- Put the people who use social care first
- Improve services and stamp out bad practice
- Be an expert voice on social care
- Practise what we preach in our own organisation

Reader Information	
Document Purpose	Inspection Report
Author	CSCI
Audience	General Public
Further copies from	0870 240 7535 (telephone order line)
Copyright	This report is copyright Commission for Social Care Inspection (CSCI) and may only be used in its entirety. Extracts may not be used or reproduced without the express permission of CSCI
Internet address	www.csci.org.uk

This is a report of an inspection to assess whether services are meeting the needs of people who use them. The legal basis for conducting inspections is the Care Standards Act 2000 and the relevant National Minimum Standards for this establishment are those for *Fostering Services*. They can be found at www.dh.gov.uk or obtained from The Stationery Office (TSO) PO Box 29, St Crispins, Duke Street, Norwich, NR3 1GN. Tel: 0870 600 5522. Online ordering: www.tso.co.uk/bookshop

Every Child Matters, outlined the government's vision for children's services and formed the basis of the Children Act 2004. It provides a framework for inspection so that children's services should be judged on their contribution to the outcomes considered essential to wellbeing in childhood and later life. Those outcomes are:

- Being healthy
- Staying safe
- Enjoying and achieving
- Making a contribution; and
- Achieving economic wellbeing.

In response, the Commission for Social Care Inspection has re-ordered the national minimum standards for children's services under the five outcomes, for reporting purposes. A further section has been created under 'Management' to cover those issues that will potentially impact on all the outcomes above.

Copies of *Every Child Matters* and *The Children Act 2004* are available from The Stationery Office as above

This report is a public document. Extracts may not be used or reproduced without the prior permission of the Commission for Social Care Inspection.

SERVICE INFORMATION

Name of service	The Homefinding & Fostering Agency
Address	67 College Road Maidstone Kent ME15 6SX
Telephone number	01622 765646
Fax number	01622 765670
Email address	kent@homefinding.fsnet.co.uk
Provider Web address	
Name of registered provider(s)/company (if applicable)	Mr Terry Casey
Name of registered manager (if applicable)	Mrs Jayne Charlton
Type of registration	Fostering Agencies

SERVICE INFORMATION

Conditions of registration:

Date of last inspection 13th March 2006

Brief Description of the Service:

The Home Finding and Fostering Agency seeks to provide both short and long term foster care placements for children and young people of all ages, throughout Kent, London and Sussex.

A wide range of carers are recruited in order that placements can be made, pertaining to the specific needs of the individual, including; mother and baby placements, sibling groups and those with a history of enduring different forms of abuse.

Historically, a particular strength of the agency was, (and is), its provision regarding 'unaccompanied asylum seeking minors' and to this end, carers of African origin were specifically sought, as were those living in the Brighton region, with regards receiving children from Eastern Europe. At the time of the last inspection, fewer referrals were being received from 'London boroughs', given the wider decision to try to place children and young people 'locally' to their responsible boroughs, and given the agency's commitment to provide quality training and support to its carers, which results in securing high quality services for looked after children, this factor was extremely disappointing, particularly given the shortage of foster carers countrywide.

More recently, such referrals have gradually increased once more and the agency has been working extremely hard to recruit carers within a closer physical proximity to London boroughs.

In addition, much work has continued to further develop the agency's work with teenagers, with particular emphasis upon preparing them for independent living. The outcomes for such youngsters have been nothing short of commendable and this element of the agency's work is a particular strength. Fees charged to placing authorities average at £666.60 per week.

SUMMARY

This is an overview of what the inspector found during the inspection.

This inspection commenced on 21st January 2007 and was conducted by lead inspector, Sophie Wood over four days.

Time was spent interviewing key personnel of the agency and visiting foster carers within their own homes.

Policies, procedures and other relevant documentation was scrutinised and a number of children / young people were 'case tracked'. An additional number of foster carers were also spoken with informally at a break – time, during a support group meeting.

Over 100 questionnaires were completed and returned by children / young people, foster carers and placing social workers; these provided valuable inspection material, as did the pre – inspection documentation, returned by the registered manager.

Comments included:

- 'The staff of the agency are like your extended family. They will do anything for you'. (Young person)
- 'I'm safe and I love being a part of this family'. (Young person)
- 'I get all the help I need and I will always keep in touch with the agency and my foster parents when I leave to live independently'.
- 'Someone is always at the end of the telephone with the right advice – you never feel alone'. (Foster carer)
- 'Nothing is too much trouble. Sound advice, good training, always there when you need them'. (Foster carer)
- 'Good sound advice. I can be myself with my support worker and feel comfortable to ask any questions'. (Foster carer)
- 'Sound, safe placement. Carers know him well and meet his needs. No concerns'. (Placing social worker).
- 'Carers and the agency keep me informed and provide total support for her. She is thriving'. (Placing social worker).
- 'An excellent service. Superb matching'. (Placing social worker)

Following the previous three annual inspections, conducted under the auspices of the Care Standards Act 2000, the agency has continued to consolidate and improve upon its practice. Members of the team are long – standing and remain committed to the agency's ethos of providing the best possible child – care.

Led by a motivated and experienced manager, the agency has secured a good number of 'commendable' scores this time, achieving an overall rating of being an excellent service.

What the service does well:

Sound matching processes ensure that children and young people are placed with foster carers who can meet their needs.

Vigorous recruitment criterion ensures the safety and welfare of children and young people, in terms of the staff and carers employed by the agency.

A broad training programme benefits the staff and carers of the agency, in terms of increasing their knowledge base and improving upon their practice.

Excellent consultation processes ensure all stakeholders have their say.

The wide range of skills and expertise among the staff team is very well utilised.

Excellent monitoring systems and quality assurance methods enable the service to continue to improve.

The agency provides support services to children and young people above and beyond its responsibilities.

The support provided for teenagers preparing to leave the care system is exemplary.

A dedicated 'contact' service ensures children and young people maintain contact with those who are important to them.

What has improved since the last inspection?

The content of the 'Foster Carer Agreement' has been reviewed and updated.

Procedural guidance with regards the function of the panel has been reviewed and expanded upon and new members, including an independent chair – person, had been recruited.

All relevant policies and procedures continue to be subject to ongoing review and amendment.

Support groups for foster carers have been reinstated. The one observed was received overwhelmingly positive feedback from its attendees.

Greater emphasis had been placed upon the further development of quality assurance mechanisms, with one worker completing an audit of the outcomes for children over the last year, against the five outcomes of 'every child matters' guidance.

Foster carers are now given a direct route to the registered manager, in terms of giving their feedback and comments as to the service they have received from the agency, in preparation for their annual reviews.

Particular emphasis has been placed upon providing guidance and consultation forums for the teenagers placed with the agency, particularly those preparing to leave the care system.

What they could do better:

Continued emphasis should be placed upon ensuring that all foster carers write, implement and review their own specific 'safe care' policies. NB. It is noted that this process is gradually being implemented, starting with 'new' carers.

Written records in respect of foster carer supervision visits need to reflect greater emphasis upon the ongoing support and training needs of the foster carers; there is a tendency at present to focus the written record completely upon the child / young person in placement.

It is recommended that a skills audit be conducted in terms of the foster carers, as a number possess skills that could be utilised more fully by the agency.

Foster carers would benefit from receiving regular updates on policy / procedural guidance, to ensure they have a full understanding of what to expect in given situations, for example, in the event of an allegation being made against them.

It is recommended that a separate written format be devised, for example, a booklet, to hold all relevant health information about each child, that they could take with them when they leave the care of the agency.

It is recommended that a review be conducted with regards the type and style of written records being completed by foster carers.

Please contact the provider for advice of actions taken in response to this inspection.

The report of this inspection is available from enquiries@csci.gsi.gov.uk or by contacting your local CSCI office. The summary of this inspection report can be made available in other formats on request.

DETAILS OF INSPECTOR FINDINGS

CONTENTS

Being Healthy

Staying Safe

Enjoying and Achieving

Making a Positive Contribution

Achieving Economic Wellbeing

Management

Scoring of Outcomes

Statutory Requirements Identified During the Inspection

Being Healthy

The intended outcome for this Standard is:

- The fostering service promotes the health and development of children.(NMS 12)

The Commission considers Standard 12 the key standard to be inspected.

JUDGEMENT – we looked at the outcome for Standard:

12.

Quality in this outcome area is good.

Children and young people benefit by having their health needs identified and appropriately supported.

This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

Through the case – tracking exercise, good sources of evidence were found to support that the health needs of children and young people were being met. All care files contained a separate health care section and review meeting minutes showed evidence of appointments being attended and appropriately supported. All such files held details of consent for treatment and a health history.

Some foster carers were maintaining more detailed records than others, however; all were fulfilling their responsibilities to promote good health, as is clearly defined within the foster carer agreement.

The local LAC nurse had attended a staff meeting and the rolling programme of health – related training was continuing. The manager was continuing to collate information pertaining to all illnesses and injuries sustained by fostered children and all such instances were being promptly reported by foster carers.

The previous recommendation, to implement a clearer recording system for health matters, remains, in that a record of all appointments, immunisations, etc, be kept within the home, in order that the young person can take this record with them when they leave.

Staying Safe

The intended outcomes for these Standards are:

- Any persons carrying on or managing the service are suitable. (NMS 3)
- The fostering service provides suitable foster carers.(NMS 6)
- The service matches children to carers appropriately.(NMS 8)
- The fostering service protects each child or young person from abuse and neglect.(NMS 9)
- The people who work in or for the fostering service are suitable to work with children and young people.(NMS 15)
- Fostering panels are organised efficiently and effectively.(NMS 30)

The Commission considers Standards 3, 6, 8, 9, 15 and 30 the key standards to be inspected.

JUDGEMENT – we looked at outcomes for the following Standard(s):

3, 6, 8, 9, 15, 30.

Quality in this outcome area is excellent.

Children and young people are placed within safe environments that are well – supported by competent agency staff. The implementation of clear policies and procedures also serves to protect their well - being.

This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

The staffing complement remains unchanged from the previous inspection, however; personnel records were again scrutinised. Once again, good evidence was found to demonstrate that staff possess the qualifications and background experience commensurate with their roles. Additional relevant post – qualifying training continues to be offered and funded by the agency and individuals are deployed into tasks that best reflect their skills and competencies.

The responsible individual possesses many years' experience in foster care, not least as a foster carer himself previously and the registered manager possesses qualifications in social work, management and has enjoyed a long career in child – care settings.

Although no new appointments have been made, the recruitment procedure in place is up to date and robust. Those in post remain subject to ongoing updated checks and their performance is keenly monitored through rigorous supervision and appraisal systems.

Carer files were again scrutinised and the written evidence of a thorough assessment process was further endorsed and described by those carers interviewed in their own homes.

It was pleasing to find that the written evidence pertaining to 'matching' had improved to more accurately reflect the practice of the agency. Given the diverse mix of carers available, children and young people continue to be placed with carers who can meet their needs and evidence was seen to demonstrate that referrals are 'turned down' if the agency feels it does not have the 'right' carers, even though it may have vacancies.

Clear and sound mechanisms remained in place with regards child protection policies and protocols. Carers demonstrated a sound awareness of these when interviewed. The manager promptly reports all such cases of suspected abuse, neglect, etc and written evidence was seen to demonstrate that external agencies are notified promptly. Some carers were anxious about the procedures that would be implemented in the event of an allegation being made against them. They said the agency was explicitly clear in describing that the welfare and protection of the child would be paramount in every case. Whilst they understood and accepted this, some were worried about what this may mean for them during such a time and were unsure of the support they could expect to receive. The agency was therefore advised to consider the value of offering a training or support group session for carers to specifically revisit this area.

From the previous inspection, the agency was asked to consider the value of reviewing its panel membership and some of its written guidance. A total of four 'good practice' recommendations were made and every one had been implemented. Most positively, an independent chair – person had been appointed and written guidance for panel had been reviewed and expanded upon.

Although a panel meeting was not observed on this occasion, minutes of previous meetings were read and the information held on all panel members was scrutinised.

Evidence was seen to demonstrate that foster carers now have a direct route to the registered manager, in terms of giving feedback about the services they have received, in preparation for their annual reviews and greater emphasis is being placed upon ensuring carers keep their own 'safe care' policy up to date.

Enjoying and Achieving

The intended outcomes for these Standards are:

- The fostering service values diversity.(NMS 7)
- The fostering service promotes educational achievement.(NMS 13)
- When foster care is provided as a short-term break for a child, the arrangements recognise that the parents remain the main carers for the child.(NMS 31)

The Commission considers Standards 7, 13 and 31 the key standards to be inspected.

JUDGEMENT – we looked at outcomes for the following standard(s):

7, 13.

Quality in this outcome area is excellent.

Diversity among children and carers continues to be highly valued and young people receive the help they need to reach their academic potential.
Standard 31 is not applicable.

This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

As has been found from previous inspections, the agency has a strong commitment to provide a wide and diverse group of foster carers. To this end, carers are recruited from a multitude of racial, ethnic, religious and economic backgrounds; this is reflected within the agency's register of foster carers. Similarly, the placements currently in situ also reflect a diverse group in terms of ethnicity, culture and disability. Foster carers confirmed they received excellent support with regards any specialist needs, including funding, adaptations to their homes, equipment, additional support for their child at school and specific training for them as carers.

The agency continues to fund and provide additional classroom support, where this is needed and every child / young person within the agency at the time of this inspection was attending school / college.

Foster carers spoke passionately about this subject and view themselves as real advocates for those in their care. Many have worked hard with appeals and seeking appropriate college placements. The homes visited were well – equipped with facilities for studying and carers routinely attend school reviews. It is the ethos of the agency that children and young people are positively encouraged to attend mainstream provision and there is a clear expectation that carers will actively promote educational attainment. The manager continues to collate information regularly with regards monitoring the attendance and achievement of every child and young person placed within the agency.

Making a Positive Contribution

The intended outcomes for these Standards are:

- The fostering service promotes contact arrangements for the child or young person. (NMS 10)
- The fostering service promotes consultation.(NMS 11)

The Commission considers Standards 10 and 11 the key standards to be inspected.

JUDGEMENT – we looked at outcomes for the following standard(s):

10, 11

Quality in this outcome area is excellent.

Children / young people positively benefit through maintaining contact with those who are important to them and the agency implements excellent consultation processes for all its stakeholders.

This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

Once again, the provision the agency makes for contact arrangements was seen as a particular strength. An individual team member recruits and co-ordinates drivers and supervisors, in accordance with the individual agreements made with placing authorities. From the last inspection, improvements have been made to the recruitment process for this group, as was required.

The agency office is well – equipped to provide a separate room, which houses toys and other equipment and a contact visit was being conducted during one of the inspection days. Outside of the office facility, other venues are also used, in accordance with the wishes of each placing authority.

Records within care files showed clear details of individual contact arrangements and reports of such meetings were well written; these are forwarded to each placing authority.

Foster carers are expected to promote and support positive family contact and they do this in a number of ways, including letter writing, telephone calls and some provide transport and supervision, where this is appropriate.

Those youngsters spoken to really valued this aspect of service provision, with a number stating, "It's really important that I still see my real family" and "It's good because my foster carers understand I still love my mum".

Various consultation processes exist with the different groups within the agency. The staff team commended the manager's open and inclusive style and they each readily present new ideas and views at team meetings. Foster carer questionnaires were similarly positive, with the majority stating that the agency routinely asks for their views and opinions. Every fostered child said they are routinely seen privately by their carer's supporting social worker, and the consultation groups, held with the young people had been very well received by them. It was also pleasing to find good evidence of consultation with the birth children of foster carers and there are plans to hold a consultation group for them also.

Achieving Economic Wellbeing

The intended outcomes for these Standards are:

- The fostering service prepares young people for adulthood.(NMS 14)
- The fostering service pays carers an allowance and agreed expenses as specified.(NMS 29)

JUDGEMENT – we looked at outcomes for the following standard(s):

Quality in this outcome area is excellent.

Young people positively benefit from receiving the support and guidance they need to prepare them for adulthood and independent living.
Foster carers receive the allowances and expenses to which they are entitled, correctly and on time.

This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

The support provided by the agency for teenagers preparing to leave the care system was again commended. Those individuals who were 'case – tracked' had clear details of transitional plans within their care files and their foster carers were providing sound guidance and advice in supporting them appropriately.

Foster carer training continues to cover this broad topic and the agency recently held another consultation group with older children, which actively explored their views on the help and assistance they think they need. As has been found previously with this agency, many youngsters continue to benefit from remaining with their carers, after leaving care age, as a supported lodgings placement and a number have received ongoing and additional financial help from the agency with university / higher education.

Foster carers continue to be provided with clear written guidance in respect of the allowances and expenses they can expect to receive. A smooth payment system ensures they are paid correctly and on time. No carer spoken with complained about the receipt of their payments.

Management

The intended outcomes for these Standards are:

- There is a clear statement of the aims and objectives of the fostering service and the fostering service ensures that they meet those aims and objectives.(NMS 1)
- The fostering service is managed by those with the appropriate skills and experience. (NMS 2)
- The fostering service is monitored and controlled as specified. (NMS 4)
- The fostering service is managed effectively and efficiently.(NMS 5)
- Staff are organised and managed effectively.(NMS 16)
- The fostering service has an adequate number of sufficiently experienced and qualified staff.(NMS 17)
- The fostering service is a fair and competent employer.(NMS 18)
- There is a good quality training programme. (NMS 19)
- All staff are properly accountable and supported.(NMS 20)
- The fostering service has a clear strategy for working with and supporting carers.(NMS 21)
- Foster carers are provided with supervision and support.(NMS 22)
- Foster carers are appropriately trained.(NMS 23)
- Case records for children are comprehensive.(NMS 24)
- The administrative records are maintained as required.(NMS 25)
- The premises used as offices by the fostering service are suitable for the purpose.(NMS 26)
- The fostering service is financially viable. (NMS 27)
- The fostering service has robust financial processes. (NMS 28)
- Local Authority fostering services recognise the contribution made by family and friends as carers.(NMS 32)

The Commission considers Standards 1, 16, 17, 21, 24, 25 and 32 the key standards to be inspected.

JUDGEMENT – we looked at outcomes for the following standard(s):

1, 2, 4, 5, 16, 17, 21, 24, 25.

Quality in this outcome area is excellent.

Children and young people positively benefit and enjoy the services they receive from a well - organised, financially viable and structured agency. Standard 32 is not applicable.

This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

The statement of purpose and children's guide is clear and informative. It describes the aims and objectives of the agency, to provide care to children that is of an excellent standard, and it continues to strive to do so. As with all the other policy and procedural guidance in place, this document is subject to ongoing review and amendment.

Management systems remain as a particular strength of the agency. The registered manager is suitably qualified and experienced. She 'leads', using a calm, measured style and pays particular attention to supporting her staff and carers; this ensures regular supervision and team meetings, good deployment of staff and resources and ongoing access to relevant good quality training. In addition, she fully ensures that her responsibility to carry out a monitoring and quality assurance role is thoroughly covered. Excellent records demonstrated a clear and methodical approach being implemented, which examines all of the areas, as required under regulation.

Foster carers continue to receive regular support / supervision visits and all spoke very positively about these, in terms of value and frequency. Although the carers said that their own support and training needs are routinely monitored during these meetings, the actual recorded evidence, in many cases placed much greater emphasis upon monitoring the child in placement. Whilst this is applauded, in terms of ensuring the close monitoring of each and every child, the over riding responsibility of the agency is to provide support and supervision to its foster carers. There is no doubt this happens in practice; the written records need to improve to show the evidence.

A number of different staff members were randomly selected for interview and again, their enthusiasm and motivation was commended. Each person spoke of their enjoyment in the role that they perform, stating that they feel their skills and particular interests are well – utilised. This was clearly evident in looking at some of the project work that had been undertaken by different individuals recently. Terms and conditions remain competitive against similar organisations and one individual spoke extremely positively about the agency's recent handling of their own particular individual circumstances. Caseloads remain very manageable and the agency clearly has a sufficient number of suitably qualified and experienced personnel working for it. Through direct observations and by reading personnel files, it was evident that the staff team consisted of very different individuals, in terms of their skills and expertise. This further ensures good matching, in terms of allocating 'the right' supervising social workers to foster carers.

The agency, and its workers, remains explicitly clear about its strategy for working with foster carers. Clear lines of accountability and support are in place, as is very broad, good quality training provision. Foster carers were extremely positive in talking about all members of the agency team, and whilst they described the staff as 'friendly and approachable', they also spoke of their professionalism, using phrases such as, "my supervising social worker is friendly, but not my friend", thus demonstrating clear, professional boundaries. As has been previously stated, the supervising social workers need to ensure their written records of supervision meetings with carers accurately reflect the content of the meeting, as currently, greater emphasis is being placed upon writing about the child in placement.

The case records held at the agency were being held securely, with access to information being appropriately restricted. Such files were in good order and the manager has recently introduced more stringent monitoring of file contents, both for children's and carers' files. Foster carers continue to maintain daily records and know which formats to use to record and report specific incidents. Through visiting and speaking with different carers, it became evident that the quality and quantity of record – keeping was variable. Some carers maintain a daily diary, whilst others do this, as well as keeping a variety of other written records as well. Some carers said they were sometimes unsure as to what to write within the diary, particularly with a long – standing placement, at a time when there were no issues or problems. Given the previous recommendation to consider the implementation of a dedicated, formatted health record, it is similarly suggested that now may be an appropriate time for the agency to review record – keeping by carers altogether, and explore new ideas.

Other administrative records held by the agency, including staff personnel files, complaints and allegations documentation were also being held securely, in accordance with the agency's case recording and record keeping guidance.

SCORING OF OUTCOMES

This page summarises the assessment of the extent to which the National Minimum Standards for Fostering Services have been met and uses the following scale.

4 Standard Exceeded (Commendable) **3** Standard Met (No Shortfalls)
2 Standard Almost Met (Minor Shortfalls) **1** Standard Not Met (Major Shortfalls)

"X" in the standard met box denotes standard not assessed on this occasion

"N/A" in the standard met box denotes standard not applicable

BEING HEALTHY	
<i>Standard No</i>	<i>Score</i>
12	3

STAYING SAFE	
<i>Standard No</i>	<i>Score</i>
3	3
6	3
8	4
9	4
15	3
30	3

ENJOYING AND ACHIEVING	
<i>Standard No</i>	<i>Score</i>
7	4
13	3
31	N/A

MAKING A POSITIVE CONTRIBUTION	
<i>Standard No</i>	<i>Score</i>
10	4
11	4

ACHIEVING ECONOMIC WELLBEING	
<i>Standard No</i>	<i>Score</i>
14	4
29	3

MANAGEMENT	
<i>Standard No</i>	<i>Score</i>
1	3
2	4
4	4
5	4
16	4
17	3
18	X
19	X
20	X
21	3
22	X
23	X
24	3
25	3
26	X
27	X
28	X
32	N/A

NO

Are there any outstanding requirements from the last inspection?

STATUTORY REQUIREMENTS

This section sets out the actions, which must be taken so that the registered person/s meets the Care Standards Act 2000, Fostering Services Regulations 2002 and the National Minimum Standards. The Registered Provider(s) must comply with the given timescales.

No.	Standard	Regulation	Requirement	Timescale for action

RECOMMENDATIONS

These recommendations relate to National Minimum Standards and are seen as good practice for the Registered Provider/s to consider carrying out.

No.	Refer to Standard	Good Practice Recommendations
1.	FS12	It is recommended that a separate written health record be implemented for each child in placement that he can take with him when he moves on.
2.	FS9	It is recommended that the policy / procedure with regards the actions that would be taken following receipt of an allegation made against a foster carer be revisited with foster carers, either through a training session or support group meeting.
3.	FS25	It is recommended that the content of foster carer supervision records be reviewed to ensure these satisfactorily describe the discussions held, with particular regard to the needs / supervision of the carer. It is further recommended that the records being maintained by foster carers be reviewed, in terms of the quality, purpose and content.
4.	FS21	It is recommended that a skills audit be conducted with regards the foster carers of the agency. A number have

		skills and experiences, which could be more widely used.

Commission for Social Care Inspection

Maidstone Local Office

The Oast

Hermitage Court

Hermitage Lane

Maidstone

ME16 9NT

National Enquiry Line

Telephone: 0845 015 0120 or 0191 233 3323

Textphone: 0845 015 2255 or 0191 233 3588

Email: enquiries@csci.gsi.gov.uk

Web: www.csci.org.uk

© This report is copyright Commission for Social Care Inspection (CSCI) and may only be used in its entirety. Extracts may not be used or reproduced without the express permission of CSCI