

inspection report

Children's Services

Riddlesworth Hall School

Riddlesworth

Diss

Norfolk

IP22 2TA

6th December 2004

Commission for Social Care Inspection

Launched in April 2004, the Commission for Social Care Inspection (CSCI) is the single inspectorate for social care in England.

The Commission combines the work formerly done by the Social Services Inspectorate (SSI), the SSI/Audit Commission Joint Review Team and the National Care Standards Commission.

The role of CSCI is to:

- Promote improvement in social care
- Inspect all social care - for adults and children - in the public, private and voluntary sectors
- Publish annual reports to Parliament on the performance of social care and on the state of the social care market
- Inspect and assess 'Value for Money' of council social services
- Hold performance statistics on social care
- Publish the 'star ratings' for council social services
- Register and inspect services against national standards
- Host the Children's Rights Director role.

Inspection Methods & Findings

SECTION B of this report summarises key findings and evidence from this inspection. The following 4-point scale is used to indicate the extent to which standards have been met or not met by placing the assessed level alongside the phrase "Standard met?"

The 4-point scale ranges from:

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

'O' or blank in the 'Standard met?' box denotes standard not assessed on this occasion.

'9' in the 'Standard met?' box denotes standard not applicable.

'X' is used where a percentage value or numerical value is not applicable.

TYPE OF ADDITIONAL INSPECTION VISIT
--

Statutory Unannounced Inspection	
Follow up of Previous Inspection	YES
Follow up of Enforcement Action	
Complaints Investigation	
Monitoring Visit	
Advisory Visit	
Other	
Specify:	

TYPE OF SERVICE INSPECTED

Children's Home	
Boarding School (not registered as a children's home)	YES
Residential Special School (not registered as a children's home)	
Further Education College	
Residential Family Centre	
Independent Fostering Agency	
Local Authority Fostering Service	
Voluntary Adoption Agency	
Local Authority Adoption Service	
ID Code	
Lead Inspector	1 Mrs Hilary Richards 074966
Name of Further Inspector (if applicable)	2
Name of Further Inspector (if applicable)	3
Name of Further Inspector (if applicable)	4
Name of Lay Assessors (if applicable) Lay assessors are members of the public independent of the CSCI. They accompany inspectors on some inspections and bring a different perspective to the inspection process.	N/A
Name of Specialist (e.g. Interpreter/Signer) (if applicable)	N/A
Name of Establishment Representative at the time of inspection	Mr Colin Campbell – Head teacher

Number of Inspector Days spent on site:	1
--	---

SPECIFIC OBJECTIVE(S) OF THE VISIT

The purpose of this visit was to assess the progress that had been made in addressing the recommendations that resulted from the full Inspection of Boarding Welfare in November 2003.

INSPECTION METHODS USED AT THE VISIT

Inspection of relevant part(s) of premises	YES
Interview with senior staff member in charge	YES
Interview with other staff	YES
Discussion with children	YES
Individual interview with a child	NO
Visit foster/adoptive home	NA
Visit lodgings	NA
Interview foster/adoptive parent	NA
Inspection of relevant records	YES
Inspection of relevant policy/practice documents	YES
Children's survey	NO
Parent survey	NO
Placing authority survey	NA
Foster / adoptive parent survey	NA
Staff survey	NO
 Date of Inspection	 06/12/04
Time of Inspection	09.00
Duration Of Inspection	7.5

FINDINGS ON KEY ISSUES TO BE ADDRESSED AT ALL UNANNOUNCED, MONITORING AND FOLLOW UP VISITS

The following scale is used to indicate the extent to which standards have been met or not met by placing the assessed level alongside the phrase "Standard met?"

The scale ranges from:

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

"0" in the "Standard met?" box denotes standard not assessed on this occasion.

"9" in the "Standard met?" box denotes standard not applicable.

"X" is used where a percentage value or numerical value is not applicable.

(I). Inspector's assessment of the extent to which the requirements for consultation with children are being met.		
Key findings/Evidence	Standard met?	4
The school has satisfactorily addressed the previous recommendation regarding the implementation of a formal system of seeking boarders' views. The Head teacher advised that he and his wife hold a weekly meeting with boarders that is an open forum for the children to discuss any issues that they wish. Pupil's suggestions on a variety of issues such as menus, decorating, weekend trips etc have subsequently been acted upon. Individual children confirmed that weekly meetings were taking place and that their suggestions were always listened to even if they could not always be implemented. The formal weekly meeting with boarders supplements the already excellent informal level of communication between staff and pupils that exists at the school.		

(II). Inspector's assessment of the extent to which the requirements for complaints procedures for children are being met.		
Key findings/Evidence	Standard met?	2
The school has put in place an appropriate Complaints Procedure that is contained within the Policy Documents Folder. It is intended that a summary of this procedure will be incorporated into the Student Handbook and Parent Handbook once these documents are completed – see main text of report.		

(III). Inspector's assessment of the extent of staff knowledge of the required response to allegations or suspicions of abuse of children (child protection and staff/carer reporting procedures).		
Key findings/Evidence	Standard met?	3
The Head teacher advised that since the school's full Inspection he has undertaken the Norfolk Area Child Protection Committee Child Protection training for Head teachers of Independent Schools. The school has also updated the Child Protection Policy within the school and made this known to all staff although additional staff training in this area has not occurred. The Matron that was spoken to has undertaken Child Protection training within her previous employment and evidenced her knowledge of the school's procedure.		

(IV). Inspector's assessment of the adequacy of staffing at the time of the visit.		
Key findings/Evidence	Standard met?	1
Riddlesworth Hall currently employs two matrons, one of whom works full time and the other part time. The matrons are assisted in their duties at various times by one member of academic staff on a rota basis. The Head teacher and his wife offer a considerable amount of their personal time to assisting in the boarding accommodation but these hours are on an "ad hoc" basis, they are not members of boarding staff. The staff rosters available at the school evidence that on a number of mornings during the school week there is only one matron on duty. The matron is responsible for supervising between 25 and 30 pupils aged from 7 to 13 years of age whilst they get up, shower and prepare for breakfast. Due to the layout of the boarding accommodation and the distance		

between dormitories and showers the matron is unable to provide an adequate level of supervision for this number of children in this age range. The matron is also responsible for holding a morning surgery at this time that means that during surgery there is no supervision of the children at all. The staffing arrangements for weekends raise similar concerns although fewer boarders are on the premises at this time.

The supervision arrangements when there is only one member of staff on duty are inadequate and pose an unacceptable level of risk to boarding pupils. The Head teacher and his wife and the Matron shared the level of concern expressed by the Inspector regarding the current staffing levels.

Immediately following the Inspection CSCI wrote to the Directors of the school asking for written confirmation by the 31.12.04 as to how they intended to address the shortage of staff within the boarding accommodation. The Directors have advised that additional matrons will be employed with immediate effect from the start of the spring term and longer term plans are in place to appoint a residential Housemistress/spouse. The proposed staffing arrangements that are being put in place will provide an appropriate level of staff cover within the boarding accommodation.

(V). Inspector's assessment of the extent to which any children and staff/carers seen are aware of individual children's plans (where applicable).

Key findings/Evidence	Standard met?	2
The school have not put in place specific welfare plans for children with identified personal or health problems as recommended following the previous Inspection. The Head teacher and Matron are both aware of this Standard but due to staffing levels within the school have not had time to implement this. The Matron confirmed her intention to put in place welfare plans for those pupils within the school identified as having specific needs.		

FINDINGS ON SPECIFIC OBJECTIVES OF THIS VISIT

Standard 2:

It is recommended that the school's policy on countering bullying is updated and made available to staff, parents and pupils in an appropriate format.

The school have recently completed a Policy Documents Folder for staff reference that has satisfactorily addressed the recommendations made in relation to missing procedures identified during the previous Inspection. The school has a satisfactory countering bullying policy in place but this policy is not currently distributed to parents and pupils. The school are currently working to complete specific handbooks for parents, UK boarders and overseas boarders; the bullying policy will be incorporated into these documents.

Standard 3:

It is strongly recommended that appropriate child protection training is made available for all members of staff within the school and that the school's child protection policy is updated and made known to staff.

As stated previously, the school has satisfactorily addressed the recommendation relating to child protection.

It is recommended that the school's missing person procedure is amended to include more specific details and timescales for action should a pupil be found to be missing from the school.

The school has satisfactorily addressed this recommendation.

Standard 4:

It is recommended that the school's policy on discipline and punishment is updated to include a statement of policy on the use of restraint.

The school has satisfactorily addressed this recommendation.

Standard 5:

It is recommended that an appropriate Complaints Procedure is put in place and made available to staff, parents and pupils.

See previous comments relating to Complaints.

Standard 6:

It is recommended that the school develop a policy on countering major risks to health, including substance abuse.

The school has satisfactorily addressed this recommendation.

Standard 8:

It is strongly recommended that the school put in place a designated member of staff whose primary role is to assume responsibility for the development of boarding

practice.

The school has not addressed this recommendation and the Inspector is concerned that the Head teacher does not have sufficient time within his other responsibilities to also take on this role. The Inspector is aware of the considerable efforts that have been made to address the recommendations following the previous Inspection but there is insufficient staff time within the current staffing levels to ensure proactive development of boarding practice.

Standard 8:

It is recommended that the school puts in place planned responses to a range of foreseeable crises.

The school has satisfactorily addressed this recommendation.

Standard 12:

It is recommended that the school put in place a formal system of seeking boarder's views in order to ensure that all children's views are taken into consideration.

The school has satisfactorily addressed this recommendation – see previous comments relating to consultation.

Standard 13:

It is recommended that prefects are provided with written guidance on their specific duties and responsibilities and that their induction to their role includes how they contribute to the school's anti-bullying practice.

As stated under Standard 2 the school has an appropriate anti-bullying policy in place and there is also guidance for staff regarding the role of prefects. The school do not currently provide prefects with written guidance regarding their role and responsibility.

Standard 14:

It is recommended that the school develop a specific policy regarding personal support to pupils; the policy should identify an independent person for pupils to contact about personal problems or concerns at school.

The school has developed a policy regarding personal support to pupils and the independent listener is a well known and much liked retired local vicar who is present on the school site on a weekly basis. The contact details for the independent listener will be incorporated in the pupil handbook when complete.

Standard 15:

It is recommended that the school secure qualified medical advice in a written protocol on the administration and recording of prescription and non-prescription medication.

The Matron advised that the school have a positive relationship with their local surgery and all new boarders have a new pupil check with the GP at the beginning of term. The Matron was newly appointed in September 2004 and she advised that she removed a variety of non-prescribed medication from the medical cabinet on her arrival; the school now hold a limited stock of non-prescribed medication, which has been verbally agreed with the GP. The recommendation relating to a written protocol remains outstanding.

Standard 17:

It is recommended that the school put in place specific welfare plans, agreed with parent(s), for any child with identified personal or health problems.

See previous comments relating to individual children's plans.

Standard 21:

It is recommended that a Boarders Guide is given to all pupils boarding at the school detailing key information regarding boarding practice and routine.

As stated under standard 2, the school is currently developing handbooks for boarders and pupils at the school. The Inspector saw a draft copy of the handbook for overseas pupils that contains all relevant information and is presented in a friendly, welcoming format. The Inspector looks forward to viewing the completed handbooks for parents and UK boarders.

Standard 23:

It is recommended that a system is put in place to ensure that the Headmaster or other senior member of staff regularly monitors the school's records of risk assessments, punishments, complaints and accidents.

The Head teacher monitors all records within the school on an ad hoc basis; there is no formal system to ensure records are monitored at regular intervals. It is advised that school records are monitored at regular, set intervals by a senior member of staff.

Standard 24:

It is recommended that boarders have a choice of main dish at the main meal of the day.

The school has satisfactorily addressed this recommendation. Pupils are offered a choice of salad or a hot meal at the main meal of the day; vegetarians are also able to have a hot vegetarian meal.

Standard 25:

It is recommended that all boarders have access to a range of snacks and drinks during the evening.

The Inspector and Head teacher discussed the issue of availability of snacks and drinks for younger pupils during the evening. Supper time at the school is 5.45pm and all children are able to access their tuck boxes and drinking water during the evening; the younger pupils start preparing for bedtime at 7.15pm. The Inspector accepts that the lack of snacks for younger pupils during the evening is not of significance due to the short period of time between supper and bedtime.

It is recommended that Year 7 and 8 pupils have facilities to prepare their own hot and cold snacks and drinks.

The Head teacher expressed some concern regarding allowing Year 7 and 8 pupils access to kettles and toasters to make hot snacks and drinks due to safety issues. The Head teacher stated that he is happy to provide such facilities for older pupils but intends to notify parents beforehand regarding the change in facilities available for these age groups.

Standard 31:

It is recommended that the duty rota detail all members of staff who work in the boarding house and the hours each member of staff is on duty.

See previous comments relating to adequacy of staffing.

Standard 32:

It is recommended that the school put in place a formal on call system for senior members of staff should an emergency situation arise.

The Head teacher advised that he is always on call unless he has given prior notice to staff that he will be unavailable for any period of time. On the occasions that the Head teacher is unavailable the Deputy Head is on call.

Standard 34:

It is strongly recommended that all boarding and ancillary staff are provided with job descriptions and receive regular supervision.

The newly appointed Matron confirmed that she did have a job description and this was evidenced on her personnel file. The school has been unable to provide supervision for boarding staff due to inadequate staffing levels in the boarding accommodation.

It is strongly recommended that the school put in place appropriate induction training programmes for all members of staff that include child protection training.

The Policy Documents Folder contains a comprehensive staff induction, training and development policy but this has not yet been implemented. The Matron advised that she did not receive any form of formal induction to boarding practice when she joined the school although all members of staff were as helpful as possible given the demands on their own time. The Matron has clearly planned to provide an appropriate induction for new boarding staff but the Inspector would query whether she will have sufficient time to do this given her current workload.

Standard 35:

It is strongly recommended that the staff handbook is updated and includes guidance on the school's boarding policies and practice.

The school has satisfactorily addressed this recommendation and an updated Policy Documents Folder is in place. The Policy Documents Folder provides comprehensive written guidance to staff covering the range of subjects listed in Appendix 1 of the National Minimum Standards for Boarding Schools. The Inspector would wish to acknowledge the substantial amount of work that has been undertaken by the Head teacher in addressing this recommendation.

Standard 38:

It is strongly recommended that the school follows a satisfactory recruitment process and members of staff do not start work in the school prior to a satisfactory CRB disclosure being received.

The Inspector sampled the staff files of three recently appointed members of staff, all files evidenced an Enhanced CRB Disclosure but did not evidence that a satisfactory recruitment process had been followed in other respects. Two of the three files sampled did not evidence that the school had requested references; this is not acceptable.

Standard 40:

It is recommended that the school refurbish those dormitories and bathrooms where the standard of soft furnishings and decoration is inadequate.

The recommendation relating to the standard of furnishings and decoration remains outstanding from the previous Inspection. The Inspector was advised that some work is due to be undertaken during the Christmas school holidays but this is primarily related to the washing facilities that are out of order – see Standard 44. The Head teacher advised that boarders have been consulted regarding the decoration of rooms but there is no clear timescale for refurbishment of dormitories.

Standard 41:

It is recommended that the school put in place a written policy regarding restriction of access to the school and boarders from people outside the school.

The school has satisfactorily addressed this recommendation.

Standard 44:

It is strongly recommended that staff and other adults have separate toilet and washing facilities and do not share boarder's facilities.

The Inspector was advised that the Matron's do not share toilet and washing facilities with boarders but the foreign exchange student does share a shower with children; the Matron advised that the student uses the shower after the children have gone to bed. The school will have two GAP students in January 2005; the Inspector is unclear whether these students will share facilities with boarders.

It is recommended that the continual problem with flooding in bathroom F is addressed.

The Matron advised that the flooding problem in bathroom F has been resolved but two further bathrooms are currently not in use as the showers are out of order. The boarding pupils do have access to an adequate number of showers, as stated under Standard 44.6 of the National Minimum Standards for Boarding Schools, but these are dispersed over a wide area and there is inadequate staff supervision due to insufficient boarding staff – see previous comments relating to adequacy of staffing.

Standard 47:

It is recommended that the school undertake a complete written audit of all identifiable hazards within the school buildings and grounds and identifies a timescale by which they will be addressed.

The school completed an audit of identifiable hazards within the buildings and grounds in April 2004 but did not identify timescales by which action was to be taken. The school's insurance company undertook a further audit in November 2004 and imposed timescales on the school in relation to a number of specific issues. The Bursar advised that the school will address all hazards within the specified timescales; he advised that the missing window bars identified in the April audit were replaced immediately. The Inspector was concerned to note that the potential fire hazard relating to the location of the storage of spare mattresses that was identified in April 2004 remained outstanding in November 2004. This issue was brought to the attention of the Bursar and the Head teacher.

It is recommended that the school put in place a system of risk assessment with written records to identify and reduce risk to boarders from inherent hazards in the school buildings, activities and grounds.

The school has satisfactorily addressed this recommendation; the system of risk assessment is contained within the Health and Safety Policy.

Standard 52:

It is recommended that the school put in place an effective system to ensure that the welfare of boarders is safeguarded and promoted whilst accommodated away from the school site on short-term visits.

The Head teacher advised that a member of staff has recently undertaken a training course in relation to educational visits and will implement a system of risk assessment to ensure the welfare of boarders whilst accommodated away from the school.

FOLLOW UP OF PREVIOUS REQUIRED ACTIONS FOR UNANNOUNCED, MONITORING AND FOLLOW UP VISITS

Recommendations from last Inspection visit fully actioned?

NO

If No, the findings of this inspection on any Required Actions not implemented are listed below:

RECOMMENDED ACTIONS

Identified below are areas not yet addressed from the last inspection report which indicate a non-compliance with Department of Health National Minimum Standards.

No.	Regulation if applicable	Standard	Recommended actions	
			The school has addressed 21 of the recommendations made following the full Inspection of Boarding Welfare in November 2003; 10 recommendations remain outstanding.	

Action is being taken by the Commission for Social Care Inspection to monitor compliance with the above recommendations.

Compliance with Conditions of Registration (if applicable)

for Unannounced, Monitoring and Follow up Visits

(Establishments Registered as Children's Homes or Residential Family Centres, Independent Fostering Agencies or Voluntary Adoption Agencies only)

Providers and managers of registered services must comply with statutory conditions of their registration. The conditions applying to this registration are listed below, with the inspector's assessment of compliance from the evidence at the time of this Additional Inspection Visit.

Condition	Compliance	
Comments		

Condition	Compliance	
Comments		

Condition	Compliance	
Comments		

Lead Inspector Hilary Richards

Signature

Second Inspector

Signature

Locality Manager Frances Chatten

Signature

Date

FURTHER ISSUES RAISED OR DISCUSSED AT THIS VISIT

The following further issues, not already identified in this report, were raised with the inspector, identified by the inspector, or discussed at this visit, with the conclusions identified below.

Issues raised by children:

No additional issues were raised by children.

Issues raised by staff or carers:

See main text of report.

Issues raised by inspector:

See main text of report.

RECOMMENDED ACTIONS FOLLOWING THIS INSPECTION

RECOMMENDED ACTIONS

Identified below are the actions recommended following this Additional Inspection Visit, either outstanding from the previous inspection or identified subsequently or at this visit. Action is recommended on these areas within the given timescales in order to meet the statutory requirements under the Care Standards Act 2000, Children Act 1989, or applicable Regulations and National Minimum Standards.

No.	Regulation if applicable	Standard *	Recommended Action	
1		BS2	It is recommended that the school's policy on countering bullying is incorporated into the proposed handbooks for parents and pupils.	31.07.05
2		BS5	It is recommended that the Complaints Procedure is incorporated into the proposed handbooks for parents and pupils.	31.07.05
3		BS8	It is strongly recommended that the school put in place a designated member of staff whose primary role is to assume responsibility for the development of boarding practice. This is a repeat recommendation.	31.07.05
4		BS13	It is recommended that prefects are provided with written guidance on their specific duties and responsibilities. This is a repeat recommendation.	31.07.05
5		BS14	It is recommended that details regarding how to contact the school's independent listener are incorporated into the proposed handbooks for pupils.	31.07.05
6		BS15	It is recommended that the school secure qualified medical advice in a written protocol on the administration and recording of prescription and non-prescription medication. This is a repeat recommendation.	31.03.05

7		BS21	It is recommended that a Boarders Guide is given to all pupils boarding at the school detailing key information regarding boarding practice and routine. This is a repeat recommendation.	31.03.05
8		BS25	It is recommended that Year 7 and 8 pupils have facilities to prepare their own hot and cold snacks and drinks. This is a repeat recommendation.	31.03.05
9		BS31	It is strongly recommended that sufficient staff are employed in the boarding accommodation to provide an adequate level of supervision for boarders at all times.	01.01.05
10		BS34	It is strongly recommended that all boarding and ancillary staff receive regular supervision. This is a repeat recommendation.	01.01.05
11		BS34	It is strongly recommended that the school put in place appropriate induction training programmes for all members of staff that include child protection training. This is a repeat recommendation.	01.01.05
12		BS38	It is strongly recommended that the school follow a satisfactory recruitment process and that recruitment records evidence that all elements of Standard 38.2 have been completed. This is a repeat recommendation.	Immediate Effect
13		BS40	It is recommended that the school refurbish those dormitories and bathrooms where the standard of soft furnishings and decoration is inadequate. This is a repeat recommendation.	31.07.05
14		BS44	It is strongly recommended that staff and other adults have separate toilet and washing facilities and do not share boarder's facilities. This is a repeat recommendation.	Immediate Effect

ADVISORY RECOMMENDATIONS FROM THIS INSPECTION

Identified below are any additional areas arising from this visit which relate to the National Minimum Standards and are seen as good practice issues to be considered for implementation.

No.	Refer to Standard *	Advisory Recommendation
1	BS23	It is advised that school records are monitored at regular, set intervals by a senior member of staff.

Note: Standard code is in respect of the relevant service; e.g.
BS = Boarding School, CH = Children's Home, etc

INSPECTOR'S DECLARATION

(where applicable)

Lead Inspector Hilary Richards **Signature** _____

Date _____

Public reports

It should be noted that all CSCI inspection reports are public documents.

PROVIDER'S RESPONSE

Registered Person's comments/confirmation relating to the content and accuracy of the report for the above inspection.

We would welcome comments on the content of this report relating to the Inspection conducted on <enter date(s) of inspection here> and any factual inaccuracies:

Please limit your comments to one side of A4 if possible

Action taken by the CSCI in response to provider comments:

Amendments to the report were necessary

☐

Comments were received from the provider

YES

Provider comments/factual amendments were incorporated into the final inspection report

YES

Provider comments are available on file at the Area Office but have not been incorporated into the final inspection report. The inspector believes the report to be factually accurate

☐**Note:**

In instances where there is a major difference of view between the Inspector and the Registered Provider both views will be made available on request to the Area Office.

Please provide the Commission with a written Action Plan by , which indicates how required or recommended actions and good practice recommendations are to be addressed and stating a clear timescale for completion. This will be kept on file and made available on request.

Status of the Provider's Action Plan at time of publication of the final inspection report:

Action plan was required

☐

Action plan was received at the point of publication

YES

Action plan covers all the statutory requirements in a timely fashion

YES

Action plan did not cover all the statutory requirements and required further discussion

☐

Provider has declined to provide an action plan

☐

Other: <enter details here>

☐**Public reports**

It should be noted that all CSCI inspection reports are public documents. Reports on children's homes are only obtainable on personal application to CSCI offices.

PROVIDER'S AGREEMENT

Registered Person's statement of agreement/comments: Please complete the relevant section that applies.

I _____ of _____
confirm that the contents of this report are a fair and accurate representation of the facts relating to the inspection conducted on the above date(s) and that I agree with the required/recommended actions made and will seek to comply with these.

Print Name _____

Signature _____

Designation _____

Date _____

Or

I _____ of _____
am unable to confirm that the contents of this report are a fair and accurate representation of the facts relating to the inspection conducted on the above date(s) for the following reasons:

Print Name _____

Signature _____

Designation _____

Date _____

Note: In instance where there is a profound difference of view between the Inspector and the Registered Provider both views will be reported. Please attach any extra pages, as applicable.

Commission for Social Care Inspection
33 Greycoat Street
London
SW1P 2QF

Telephone: 020 7979 2000
Fax: 020 7979 2111

National Enquiry Line: 0845 015 0120
www.csci.org.uk

S0000027663.V195850.R02

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



The paper used in this document is supplied from a sustainable source