

Care service inspection report

Full inspection

Fostering Relations Ltd Fostering Service

Dalgety Bay Business Centre
Sybrig House, Ridge Way
Dalgety Bay
Dunfermline



HAPPY TO TRANSLATE

Service provided by: Fostering Relations Ltd

Service provider number: SP2007008983

Care service number: CS2007145923

Inspection Visit Type: Announced (Short Notice)

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and set out improvements that must be made. We also investigate complaints about care services and take action when things aren't good enough.

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Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

We gave the service these grades

Quality of care and support	5	Very Good
Quality of staffing	5	Very Good
Quality of management and leadership	4	Good

What the service does well

Children and young people are very well supported in their education. Children achieve positive outcomes in their school work and life and this leads to greater stability at home with their foster carers.

Foster carers continue to use their learning from training to more effectively look after children and young people. This is underpinned by the very good relationships between foster carers and staff who maintain regular and meaningful discussions about safety and wellbeing.

The service had continued to build on existing quality assurance systems to monitor, evaluate and improve the service. The involvement of children and young people had been a particular focus for over the last year.

What the service could do better

The manager should ensure that case records are audited.

What the service has done since the last inspection

Since our last Inspection the service has worked hard to improve in all areas identified for improvement in the last inspection.

Changes in staff and temporary management cover have been well-managed with foster carers commenting that they have been kept well-informed through regular service level communications and also by their individual supervising social workers.

Conclusion

The service remains committed to providing high quality foster care. Overall, we found that the outcomes for children, young people and foster carers were very good.

1 About the service we inspected

Fostering Relations Ltd is an independent company whose aims and objectives have been clearly laid out within the context of the relevant legislation. The service seeks to provide an integrated family placement service to Local Authorities for children and young people who require a supported alternative to living at home. The service aims to provide high standards of recruitment, selection, training and support to foster carers to enable them to be well equipped to meet the needs of children and young people placed. It recognises the need for not only a placement with a substitute family, but for that placement to achieve the desired outcome of the child's plan, whether that is rehabilitation, permanence or moving to independence.

At the time of our inspection visit, 36 foster carers were being supported to care for 40 children and young people.

The Care Inspectorate regulates care services in Scotland. Information about all care services is available on our website at www.careinspectorate.com

This service was previously registered with the Care Commission and transferred its registration to the Care Inspectorate on 1 April 2011.

Recommendations

A recommendation is a statement that sets out actions that a care service provider should take to improve or develop the quality of the service, but where failure to do so would not directly result in enforcement.

Recommendations are based on the National Care Standards, SSSC codes of practice and recognised good practice. These must also be outcomes-based and if the provider meets the recommendation this would improve outcomes for people receiving the service.

Requirements

A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Services Reform (Scotland) Act 2010 (the "Act"), its regulations, or

orders made under the Act, or a condition of registration. Requirements are enforceable in law.

We make requirements where (a) there is evidence of poor outcomes for people using the service or (b) there is the potential for poor outcomes which would affect people's health, safety or welfare.

Based on the findings of this inspection this service has been awarded the following grades:

Quality of care and support - Grade 5 - Very Good

Quality of staffing - Grade 5 - Very Good

Quality of management and leadership - Grade 4 - Good

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.careinspectorate.com or by calling us on 0345 600 9527 or visiting one of our offices.

2 How we inspected this service

The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

What we did during the inspection

We wrote this report following a short notice announced inspection. The inspection took place between 11 June 2015 and 25 June 2015.

As part of the inspection, we took account of the completed annual return and self assessment forms that we asked the provider to submit to us.

During this inspection, we sampled information from various sources, including discussion with several foster carers, two young people, the manager and staff members including the education coordinator.

We looked at:

- Foster carer records
- Children/young people's records
- Records kept about a range of meetings, practices and communications
- Records relating to service development work
- Questionnaires returned to us by staff.

Grading the service against quality themes and statements

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

Inspection Focus Areas (IFAs)

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

Fire safety issues

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at www.firescotland.gov.uk

The annual return

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

Annual Return Received: Yes - Electronic

Comments on Self Assessment

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

We received a self assessment as requested. This highlighted the strengths and areas for development within the service and demonstrated service user involvement in the self assessment process.

Taking the views of people using the care service into account

The views of some children and young people have been taken into account during this inspection. Some of their comments have been shared within this report.

Young people told the service:

"I feel safe and happy".

"Very happy, I get treated very well, nice things happen to me".

"I love it".

"Safe and made to feel part of the household and extended family also have an input into family decisions".

Taking carers' views into account

The views of some foster carers have been taken into account during this inspection. Some of their comments have been shared within this report.

The following birth family comment was provided for the service:

"I have no concerns. The foster carers do a wonderful job, have accepted him as a member of their family and he is happy and secure with them. I am extremely grateful he was placed with such a lovely caring couple".

3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 5 - Very Good

Statement 1

"We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service."

Service strengths

In the self assessment the service told us:

"We are in the process of collating the outcomes of the LILAC Inspection in terms specifically of the their suggested improvements and developments.

This will form the basis of our activity around involving children and young people in the improvement agenda for the Agency. Within this context we will continue the working group established for the Inspection in order to take forward the suggested improvements.

As part of our operational activity we insist that Children and Young People are seen by way of regular twice monthly (at least) visits from social workers to carers/children where views of service users/carers are explicitly sought.

We have recently updated our rights leaflet and all children and young people have been personally given a copy of this by their fostering relations social worker and an age and stage appropriate dialogue has been undertaken with the child or young person around this issue.

In addition we have the Child/Young person's View of Placement form used within the Carer Annual Review Process again this has been updated recently and will be updated further following consultation with the Children's Working Group. The outcome from this process is two-fold not only does the child in placement get an opportunity with the supervising social worker to comment in confidence on the quality of care they've received which is a very positive outcome but in addition the Panel pay close attention to this within the Annual Review which brings the voice of the child into the review process. This is added to by the fact that we have a carer experienced young adult on the panel who brings with her an intimate knowledge of the foster care system and who uses this to good effect time and time again in both review and approval panels.

Again as part of the preparation for the LILAC Inspection we asked the Children and Young People for their views of our Welcome Boxes which we give to Children and Young People...As a result we have changed the contents and updated some. This will need to be an ongoing process in order that we maintain the usefulness and impact of the welcome boxes. "

The information we looked supported what the service told us in the self assessment. We saw an increasing range of opportunities for foster carers and children and young people to be involved in the development of the service.

Last year we said there should be more regular opportunities, for all children and young people within foster families, to contribute to the quality of care and support and improvement work. Information we looked at, young people and staff confirmed that more children and young people were more engaged in the service. We met with a young person who was organising a participation event for young people. He had some great ideas about supporting young people to share their views about the quality of their care and about what makes a good foster carer or a good social worker.

Another young person told us about her involvement in recruiting a new staff member. She said:

"It was fun. I got to be part of picking new staff. I thought it was good they paid attention to what I thought and it makes a difference when you know your choices count."

Foster carers confirmed continued very good working relationships with their supervising social workers, who visited regularly. Records we looked at showed evidence of high quality discussion between staff and foster carers about foster carer involvement in the development of the service.

In the self assessment the service told us:

"We have the Annual Carers Survey which again includes material on the processes and procedures this is collated and an analysis undertaken the results are shared with all carers and any developments also shared with the carers.

An example from this years survey is around Carers Support Groups where we have already noted poor attendance this has been confirmed by the survey and due to this we have convened a further meeting involving all carers to look in detail at the Support Group structure in order to ensure we are better able to attract all carers and thus allow them to benefit from the groups. It's too early to say what this will mean on the ground but it might mean us changing the format and venues as well as timings and perhaps we need to look at crèches in order to facilitate as full an attendance as possible. By revisiting this structure we have demonstrated to carers that the survey has value and that we listen by changing the format we should increase carers use of the groups benefiting both carers and ultimately children in placement."

Our discussion with foster carers and staff confirmed this information. They told us that their views had been sought to inform the training which was available for them. Foster carers commented:

"We have had a lot of training. It has always been a big part of the work, helping me to develop personally. There is always something on the go and you can do refreshers aswell. They checked with me what kind of training might be relevant in the future and I really value being able to make that kind of contribution."

We saw that newsletters and an email system (mailchimp), which could be used to monitor effective communication, continued to be used to promote more involvement and information sharing on service developments and

improvement action.

In our last inspection we said the service should ensure more regular and varied opportunities for birth parents to receive information about the service and to contribute to developments in the service. We saw continued evidence in records and our discussion with staff which showed several parents were actively involved in planning care for their child and that this was supported by the skilful relationship work of foster carers staff.

We took all of the above into account and considered some areas for improvement. Overall, we assessed quality in this area as very good.

Areas for improvement

In the self assessment the service identified the following areas for improvement:

"In respect of capturing Birth Parents contributions to the development of the service we will have to use more varied methodologies.(Ongoing)

Our Websites for both Carers and Children require more regular updates in order to make this meaningful we need to capture the input from both groups.(Ongoing)

We aim to meet all the suggested actions from the LILAC Inspection (November 2015)".

We agreed that progress in these areas would enhance the existing very good work in this area.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Statement 2

"We enable service users to make individual choices and ensure that every service user can be supported to achieve their potential."

Service strengths

In the self assessment the service told us:

"In respect of children we do this in a variety of ways we have "Individual Placement Agreements" which list the areas requiring focus by both our Carers and Supervising Social Workers at the start of the placement, this utilises the information and knowledge held on record by the placing social worker. It includes information that is very individualised so that the care package is tailored to meet the specific needs of the child with the priority being given to ensuring we are meeting that child or young persons needs as an individual, in other words it starts where the child is and builds from there.

Our Educational Support Co-ordinator access all placements and works to ensure on-going relevant educational provision Children and young people are actively encouraged to take part in school meetings and their views on their progress are actively sought. Carers are then supported to try to access any services within Education, Health, or in the community which might help them achieve academically or in their personal and social development.

All our Children and Young People are in full-time education where appropriate in some cases we have provided additional funding to purchase tutors and equipment where this has not been forthcoming from the placing authority we have nonetheless provided the funding.

Explicit in the resourcing of all our placements is the expectation that carers will use their carer allowance to the benefit of the children in their care indeed this is made clear within the Carers Contract. We are committed to ensuring that children are both well cared for but also able to follow-up on and achieve within their interests and hobbies be it the Saxophone or the UK Taekwondo Championships. Enabling children to reach their potential by ensuring that

finances are available we go some way towards ensuring that the opportunities are there for our children to be all they can be."

Our inspection findings evidenced what the service told us in the self assessment.

We found that children, young people were being very well supported to remain in full-time education at school and beyond school years, and to achieve both in formal education and in a variety of social and sporting activities. Foster carers young people and staff told us about how this improved health, confidence and self-esteem. They also told us about the connection between settled foster care placements and educational and social achievements.

Young people said:

"Fostering relations are positive, caring and supportive. I got a lot of help to go to the right school. Everything was ok after that."

"We had an issue when I was 18, the Local Authority were telling me to move out and at that moment I wasn't ready. Fostering Relations was on my side, listening to me and how I felt about that. I think they know what they are doing when it comes to making good decisions to help young people stay safe and live a healthy life. If I had moved out then I don't know what would have happened to me."

Foster carers said:

"I have always felt well cared for and always had someone at the end of the phone."

"I meet other foster carers at support groups and training, it's a nice thing to be part of because I have got to know them all quite well and everybody supports each other."

"They try their hardest to match placements to give them the best chance of lasting. That helps everyone to settle in and you are prepared for the different issues which might come up. We have been very pleased, we have had no

bother and anything that has come up we have had the supports to work through it."

Staff told us:

"I like to attend the foster carers' training. I can support them better through being able to have fuller discussion about their learning and the difference it makes to the way they look after the children."

"When we get referrals the education information is often missing. We have to work hard to get the information to share when there have been changes of school for example. This is such an important aspect of children's lives and has to be considered as part of a clear plan for working towards good outcomes. There is much more work being done to understand attachment and trauma issues in secondary schools and more work needs to be done to achieve high levels of communication between social work and education, particularly around planned moves."

Last year within the theme of care and support we said foster carer chronologies could be recorded and maintained within foster carer records. Staff confirmed that this had been done and had supported a greater knowledge and understanding of the carers by the service.

We also found that children and young people were being further supported to access information about their rights, health and education more easily and regularly and to save money while with carers.

Taking all of the above into account and some areas for development we assessed quality in this area as very good.

Areas for improvement

Although the majority of carers and young people told us about high levels of support to them by the service, one family we spoke to advised us of some difficulties they had experienced in being supported financially to meet the needs, and provide the necessary equipment and environment for a child with multiple and complex disabilities. We heard that the foster carers had previously had to fund raise for items such as a suitable bed for the child and had to use

personal savings for a modified car which they were later reimbursed for. We discussed this with the manager of the service who was already aware of the need to ensure that the agency fully discharges its duty of care to the foster carers. In particular we drew the managers attention to the National Care Standards for allowances and expenses 9.4 "You know that when a large amount of money is involved, you can claim expenses beforehand." **(See Recommendation 1).**

We heard that the foster carers are employers of personal assistants through SDS and have felt a lack of support in accessing and managing entitled benefits and the child's own money. We discussed with the manager the need to ensure that the right advice and support could be accessed by the carers.

We found that some important records were not available for us to view in order to consider the assessed needs of the child and how well these were being met. For example, an assessment of need and the contract between the placing authority and the service. We have asked both the service and the LA to provide these to us.

We considered if these findings should impact on the grade awarded in this statement and decided given the very good care and support and the very good outcomes being experienced by the child, that the grade of very good for the statement would stand. However, these findings have impacted on our assessment of the quality of management and leadership.

Grade

5 - Very Good

Number of requirements - 0

Recommendations

Number of recommendations - 1

1. The service must ensure that foster carers receive payments to cover the cost of caring for any children or young people placed with them. Payments are based on their needs and in line with the cost of caring for them. When a large amount of money is involved, foster carers can claim expenses beforehand.

National Care Standards foster care and family placement services -
Standard 9 - Allowances and expenses.

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 - Very Good

Statement 1

"We ensure that service users and carers participate in assessing and improving the quality of staffing in the service."

Service strengths

Information recorded in Quality Theme 1 - Care and Support - Statement 1, has also been taken into account in assessing the grade for this Statement.

In the self assessment the service said:

"At this time we have used both Carers and Children's experience in respect of staff appointments particularly in the interview stages this has obviously brought an extra dimension to the process and the results have been beneficial, in that we have been influenced towards certain individual applicants by both carers and children. We have ensured this activity is known to the carers and children by way of both word of mouth and the newsletter in order to generate an awareness of our agencies desire to be participative.

As already indicated we undertake an Annual Survey of Carers as well as Panel Members, in terms of the Carers Survey we ask specific questions about Placements, Support, Vision and Values, Communication, Staff Team, and an overall summary. Participants are able to complete the Survey anonymously and we have occasionally picked up comments about Staff and Supervision and Support in this manner. This method gives a reasonably contemporaneous view of our strengths and weakness and where we need to develop our services including the issue of staffing.

However, as indicated above we will be including Carers in appraising both Staff and the Registered Manager in 2016 as distinct from the Survey this will in turn feed into the appraisal process and thus become embedded in the agencies

culture and process. The timescale for this is April 2016."

Taking all of the above into account and the areas for improvement identified, we assessed quality in this area as good.

Areas for improvement

The service had progressed with identified improvements in this area since the last Inspection. This impacted on the grade awarded. The service should progress plans to further ensure the views of foster carers and children/young people are regularly gathered and used to improve the quality of staffing. Feedback should be provided to inform foster carers and children/young people about how their views have been used.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Statement 3

"We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice."

Service strengths

Foster carers were supported in meeting children and young people's needs by professional, trained and motivated staff.

In the self assessment the service told us:

"We have a fully qualified and registered Social Work staff group, I have relevant management qualifications, and we have a robust recruitment and induction programme.

All our Policies are available to staff and carers and most are regularly referred to both in practice terms and in operational terms this represents a comprehensive set of Policies including Whistle Blowing confidentiality PVG and

recruitment.

There are monthly Team Meetings that involve all staff the Agendas are open to all staff to formulate in addition we have monthly practitioners meetings which are open for all practitioners to add to the Agenda. Staff Supervision minutes are held in file and electronically and are part of a comprehensive supervision practice base within the Agency.

Policies targeted at staff retention include a generous holiday entitlement and car allowance as well as a generous Learning and Development budget. Recently one of our Social Workers has undertaken advanced training in Dyadic Therapy and we have a history of sending staff on the Best Practice courses run by BAAF for Family Placement Staff."

Our inspection findings confirmed what the service told us.

We found that staff within the service were knowledgeable and skilled in the work they undertook. As appropriate, staff were registered with the Scottish Social Services Council (SSSC) which regulates staff in social care settings. Staff knew about the SSSC codes of practice and that these codes underpinned their work.

Staff benefited in their professional development from a wide range of training opportunities, both internal and external, that supported them in the work they did.

Staff we spoke with confirmed they received regular and effective supervision. They also valued the opportunity for informal supervision from the manager and colleagues.

Staff members commented:

"The focus for us is about long-term sustainable placements, carers and staff all appreciate and respect that".

"We know each other well in the team and support each other well. There is a positive mind-set and we are focused on successful outcomes for children and

for foster carers".

Foster carers confirmed the professional approach by staff:

"It does not matter who you speak to, they know who you are, they always pass on messages to our supervising social worker and she always gets in touch with us quickly".

"They have been fantastic and have provided us with the support we need to make the placement successful".

Staff worked in partnership with other agencies to ensure children and young people's needs were met.

In the stakeholder survey work undertaken by the service social work and education professionals commented:

"I have been very happy with both supervising social workers. They are very professional and experienced and always do everything that they say they will do".

"In all the years I have been working with children who are fostered I have never met with as dedicated a person as one of the Fostering Relations employees. She always conducts herself in a highly professional manner, is utterly committed to delivering best possible outcomes and does so with enthusiasm and empathy".

We considered all of the above information and some areas for improvement; we assessed quality in this area as very good.

Areas for improvement

In the self assessment the service did not note any areas for improvement in this area. However, during our inspection we found that the work load of the education worker had increased over the years to an extent that not all children could receive the same level of service. The education worker was having to prioritise work demands and was spending large amounts of time travelling. Because of the exceptional skill and commitment of the education worker we

did not see that outcomes for children were being compromised and on this basis our evaluation of the grade in this area remains as very good. However, we consider the current level of service to be unsustainable in the longer term and in the context of continued growth of the service.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 4 - Good

Statement 1

“We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.”

Service strengths

Information recorded in Quality Theme 1 - Care and Support - Statement 1 and Quality Theme 3 - Staffing - Statement 1, has also been taken into account in this Statement.

Foster carers we spoke with felt highly involved in the overall development of the service. They had opportunities to express their views at reviews, support groups and training. Information about proposed changes was raised in consultation meetings, support group discussions and in newsletters.

Most foster carers knew who the managers and leaders of the service were and had some information about their roles.

The service had progressed with identified improvements in this area since the last Inspection. This impacted on the grade awarded.

We took all of the information above and some areas for improvement into account and assessed quality in this area as very good.

Areas for improvement

In the self assessment the service told us of their plans to use a leadership and management questionnaire with service users in the future. We thought this would support continuous improvement in this area.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Statement 4

“We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide”

Service strengths

In the self assessment the service told us:

"In terms of Quality Assurance we rely on a number of approaches including independent audits on an annual basis of all Policies, Processes and Procedures, and Case File Audits.

This year we are additionally commissioning an external audit in respect of measuring our work against National Standards the outcome of which will be shared with all Stakeholders including any remedial actions.

We have the ongoing support of the Group QA Manager in Scotland who works alongside myself in order to monitor and drive up standards.

The Group has recently been awarded a Gold Award in terms of Investors in People which has been confirmed on review in recent months by way of interviews with staff and carers within the Agency.

All our Reporting Tools lead us towards ensuring quality as most include a section covering service delivery. This includes Panel Reports, Panels themselves, Carer Reviews, Tracker Documents, and End of Placement Reviews, Supervision forms, Carers Monthly Reports , Birth Parents Feedback Forms, and the Annual Carer and Panel Surveys."

Our Inspection findings evidenced what the service told us. The service had very good systems in place to ensure consistent quality and continuous improvements. Procedures were in place to record performance information

including the work of the service such as; the number of carers, numbers of children awaiting placements and numbers of placement disruptions.

The service had been notifying the Care Inspectorate of relevant incidents and accidents.

The work foster carers undertook was monitored in the following ways:

- Regular supervision visits which were recorded
- Annual unannounced visits
- Feedback from other agencies such as health and education
- Reviews through the fostering panel.

The work staff undertook was monitored in the following ways:

- Regular supervision that included reflective discussions as well as case discussions
- Team meetings
- Joint visits when required with the manager
- Management attendance at the fostering panel.

The service had a complaints policy in place which included the Care Inspectorate contact details. The service told us that they had not received any complaints during the last 12 months.

We saw that there were business and strategic plans which outlined the direction of travel for the service.

We took all of the above information and some areas for improvement into account and assessed quality in this area as good.

Areas for improvement

Although we found that robust management and leadership arrangements underpinned the work of most of the service, we found one instance, referred to in Quality Theme 1 - Statement 2 where foster carers had not always been effectively supported by the management and leadership in the service and this has impacted on our evaluation of quality in this area. These comments related

in most part to the work of previous managers and leaders within the service who had since left the service, but that now needed to be progressed by current managers. We discussed with the manager the need to ensure robust contractual arrangements are in place with one Local Authority with responsibility for a child with multiple and complex needs. We will follow-up with the Local Authority and with the service.

Grade

4 - Good

Number of requirements - 0

Number of recommendations - 0

5 What the service has done to meet any requirements we made at our last inspection

Previous requirements

There are no outstanding requirements.

6 What the service has done to meet any recommendations we made at our last inspection

Previous recommendations

There are no outstanding recommendations.

7 Complaints

No complaints have been upheld, or partially upheld, since the last inspection.

8 Enforcements

We have taken no enforcement action against this care service since the last inspection.

9 Additional Information

There is no additional information.

10 Inspection and grading history

Date	Type	Gradings
27 Jun 2014	Unannounced	Care and support 4 - Good Environment Not Assessed Staffing 4 - Good Management and Leadership 4 - Good
26 Sep 2013	Announced (Short Notice)	Care and support 5 - Very Good Environment Not Assessed Staffing 5 - Very Good Management and Leadership 5 - Very Good
2 Nov 2012	Announced	Care and support 5 - Very Good Environment Not Assessed Staffing 6 - Excellent Management and Leadership 6 - Excellent
26 Oct 2010	Announced	Care and support Not Assessed Environment Not Assessed Staffing 5 - Very Good Management and Leadership 6 - Excellent
9 Dec 2009	Announced	Care and support 5 - Very Good Environment Not Assessed Staffing 4 - Good

		Management and Leadership	Not Assessed
2 Oct 2008	Announced	Care and support	4 - Good
		Environment	Not Assessed
		Staffing	4 - Good
		Management and Leadership	3 - Adequate

To find out more

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is c?nain eile ma nithear iarrtas.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

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