



*Making Social Care
Better for People*

inspection report

RESIDENTIAL FAMILY CENTRE

Orchard House Residential Family Assessment Centre

**Orchard House
Middleway
Taunton
TA1 3JS**

Lead Inspector
Pam Fletcher

Unannounced Inspection
6th June 2006 09:00

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 | |
|---------------------------|---|
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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 *Residential Family Centres*. 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.

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SERVICE INFORMATION

| | |
|---|--|
| Name of service | Orchard House Residential Family Assessment Centre |
| Address | Orchard House Middleway Taunton TA1 3JS |
| Telephone number | 0845 0212700 |
| Fax number | 01823 288100 |
| Email address | |
| Provider Web address | |
| Name of registered provider(s)/company (if applicable) | Orchard House Family Assessment Centre Limited |
| Name of registered manager (if applicable) | Mr Nigel O'Brien |
| Type of registration | Residential Family Centre |
| No. of places registered (if applicable) | 6 |
| Category(ies) of registration, with number of places | |

SERVICE INFORMATION

Conditions of registration:

Date of last inspection First Inspection

Brief Description of the Service:

Orchard House Residential Family Centre is a new provision that is registered to provide accommodation for up to 6 families. The centre provides an independent residential and non-residential assessment service to families where parenting can be assessed.

The house is a detached Georgian property situated near the town centre of Taunton with easy access to local amenities.
At the time of this inspection there were two families living a the centre.

SUMMARY

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

This was the first inspection of Orchard House, which is a new service. The family centre had opened in February 2006. The inspection was a planned 'key' inspection carried out over two days. The inspectors were Jon Swift and Pam Fletcher. Pre inspection feedback was received from two members of staff, the Registered Manager, the two families in residence and from one solicitor.

The inspection started on June 6th 2006. At the time of inspection two families were resident, each with one child. The inspection included a tour of the premises. Discussion was held with the Registered Manager and two Directors of the providing company. Four members of the staff team were spoken to individually and observations were made of the staff interaction with the families concerned. The two families were seen together (their choice) and were able to give feedback on what it felt like to be staying at Orchard House.

A further fieldwork visit was made on the 14th June 2006. A sample of staff files were seen, one families records and a number of the home's central records.

What the service does well:

The two families placed at Orchard House considered that they were given a good level of support from the home's Registered Manager and from the staff team. This was reflected in their relaxed attitude and the positive comments that they made about the home.

The home was well maintained and appropriately personalized. The providers had developed the premises before families were admitted and had some very family friendly areas. The garden area has been made safe and secure and contained some good quality play equipment.

The providers had taken safety issues very seriously and had installed stairs gates, protected radiators and sharp edges and were responsive to any further measures needed to promote safety and security.

What has improved since the last inspection?

This was the first Inspection since the service has been registered with the Commission for Social Care Inspection.

What they could do better:

The Registered Manager and directors of the home were responsive to any recommendations and advice made during the inspection process. One area identified as needing further review and possibly revision related to fire exits and the necessity of using stairs gates to protect young children. The home is a three storied property, and robust stair gates had been fitted on the stairs and landings. Whilst these measures clearly helped to protect children should they fall, stair gates need to be incorporated into fire safety risk assessments. A telephone discussion was had with the Fire Risk Assessor for Somerset Fire Services, on 13th June 2006 and on 21st June 2006. The response from this department was that they would further consider the areas raised by CSCI, during their routine inspection, which at this time had not been scheduled.

Staff recruitment files demonstrated that enhanced CRB's and references had been taken up prior to staff starting work in the home, however, the processes involved in recruiting staff needed further development.

The centre's Statement of Purpose must be developed to include all the information that is listed in Schedule 1 of the Residential Family Centre Regulations.

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.

DETAILS OF INSPECTOR FINDINGS

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Enjoying and Achieving - There are no NMS that map to this outcome

Making a Positive Contribution

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Management

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Being Healthy

The intended outcomes for these standards are:

- Families have access to health care, education, employment and leisure activities which promote their good health and well being, including their mental health, in a safe environment.(NMS 4)

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

4

Quality in this outcome area is good. This judgement has been made using available evidence including a visit to the service.

Families had access to local health care facilities. Arrangements were in place to safeguard families using medication but further development is required on the records maintained.

The location of the centre enables families to have easy access to a range of activities within the town.

EVIDENCE:

The family centre is located close to a local health centre and hospital. The two families at the home had registered temporarily with a local General Practitioner. They had visited the health centre as necessary. A Health Visitor attached to the same health centre had visited the family centre and had provided support. In addition the home had taken advice from a paediatric nurse who the centre employs on a sessional basis. The paediatric nurse was involved in the initial assessment when families first arrived at the centre. She had also been involved in staff training and had devised written records on various aspects of child care. These included feeding, bathing and what to look out for should an infant be ill.

At the time of the inspection the families had not routinely registered with local opticians or dentists; instead they remained linked into practitioners in their home areas. Where unexpected needs had arisen local services had been accessed.

Inspection of the records did not demonstrate that appropriate permissions had been obtained for the administration of first aid or prescribed and non-prescribed medications.

All medications were stored appropriately in the office. Families retained responsibility for administering these items. At the time of the inspection the records did not provide a clear system for auditing and recording the stock balance of medicines. This was discussed with the Registered Manager who agreed that the present system would be revised.

The family centre is ideally situated within walking distance of the town centre and local parks. A mother and baby group is held nearby. The families living in the centre during the inspection had been swimming with staff and had also visited the local supermarket.

Staying Safe

The intended outcomes for these standards are:

- Parents and children enjoy a level of comfort and security within the centre based on mutual respect and an understanding of what may have an adverse effect on other residents.(NMS 8)
- The privacy of parents and children is respected and information about them is handled with appropriate confidentiality.(NMS 9)
- Parents and children are able to complain if they are unhappy with any aspect of the centre. They are confident that any complaint will be taken seriously, investigated and addressed without delay and they will be kept informed of the progress.(NMS 10)
- The welfare of children is promoted, children are protected from abuse, and an appropriate response is made to any allegation or suspicion of abuse.(NMS 11)
- Families are protected from abuse, neglect and self-harm.(NMS 12)
- All significant events relating to the protection of children or vulnerable adults within the centre are notified by the registered person to the appropriate authorities.(NMS 13)
- There is careful selection and vetting of all staff and anyone else resident on the premises.(NMS 15)
- Parents and children stay in accommodation that provides physical safety and security.(NMS 22)
- Parents and children enjoy a level of comfort and security within the centre based on mutual respect and an understanding of what may have an adverse effect on other residents.(NMS 8)

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

8,9,10,11,12,13,15,22,

Quality in this outcome area is adequate. The judgment has been made using assessment of available evidence including a visit to the service.

The families at the centre enjoyed a good level of comfort. There was a clear policy and expectations on the standards of behaviour expected. This was based on a clear understanding of what might potentially adversely affect other people.

The privacy of parents and children was respected and information about them was handled with a good level of confidentiality. Any assessment and monitoring done by CCTV must be recorded within placement agreements.

The centre had a complaints procedure and a system of recording any complaints made. The manager acknowledged that this area required further development.

The centre had child protection protocols and procedures in place in order to offer children protection from abuse. Staff will need an ongoing review of their personal progress and training needs, in order to ensure a thorough understanding of all the child protection issues involved.

Adult protection was discussed and the Registered Manager agreed to develop an adult protection policy.

The Registered Manager understands the need to report significant events to the appropriate authorities.

The Family Centre had a process in place for the recruitment of new staff. It was acknowledged by the manager that these records required further detail.

The physical safety and security of the centre has been paramount in the development of the service. However, some measures need to be reviewed and possibly revised.

EVIDENCE:

The home has been decorated and furnished to a high standard which includes a good level of security. The centre has clear expectations on acceptable and non-acceptable behaviours, which were understood by residents spoken with during this inspection. Clear arrangements were in place for visitors to the centre.

The manager said that the centre had a policy of not using physical intervention. If incidents necessitated physical intervention the police would be called. Although this policy is in place the inspectors consider that staff should receive training in anger management and de-escalation procedures.

Staff showed an awareness of the need to promote respect for privacy and space between individual families. One example was where a family had left their room unoccupied with the door open. Staff planned to remind the family of the need to keep their door closed.

All records were kept securely within the office, which was kept locked when not in use and information was appropriately shared.

The Registered Manager and staff at the centre demonstrated that they were aware of the need to respect family rights to privacy, balanced with the need for close monitoring of parenting abilities. The home uses CCTV in communal

areas. This had been discussed with families before they arrived at the centre and they are reminded that this is in operation. The use of CCTV had not been agreed in placement plans. Families reported that although it initially felt intrusive they accepted its use and understood why it was in operation. This facility is also available in two bedrooms. They were not being used at the time of inspection. The manager said that CCTV would only be used in bedrooms in exceptional and agreed circumstances.

The centre had a complaints policy and procedure in place, however the 'Residents Information Pack' only states that there is a complaints procedure but does not advise families how they can access this procedure. This information also needs to be included in the centre's Statement of Purpose. At the time of the inspection the manager said that no complaints had been made.

The Registered Manager is an experienced social worker who fully appreciates the need to follow robust child protection procedures. The four members of staff spoken to had received child protection training during their induction to the centre. Staff confidence on the reporting processes was variable but it was considered that all of them fully understood the need to pass on any concerns. At the time of this inspection a policy on the protection of vulnerable adults was not in place but the manager acknowledged that this needed to be actioned.

The Registered Manager is aware of the need to Notify significant events to relevant agencies.

Two randomly selected staff files were seen. Both members of staff had gone through the centre's recruitment process. Files seen showed that CRB'S and references had been taken up before employment. The recruitment processes needs to be further developed to include verification of the reason why staff had left previous employment where duties had involved working with children or vulnerable adults. On one of the two files seen there were copies of qualifications; the other file held documentary proof of recent training but needed to contain previous qualifications. Both files held some previous work histories but one of the files needed to be reviewed and should include all the previous employment history with an explanation of any gaps.

The Registered Manager had been robust in trying to maximize the safety of families staying in the centre. Measures had included, following an architects advice, in relation to fire prevention and the safety measures in place. These safety measures included the fitting of sturdy stairs gates through out the stairwell to prevent toddlers falling down stairs. This posed a dilemma in that the stairs are deemed one of two exits in the event of fire. This was discussed during the inspection and the manager and staff were receptive to the proposal for CSCI to contact the Fire Safety Department for further advice and follow up. Discussion by telephone on the 13th and 21st June 2006 was had with the

person responsible for Health and Safety/Risk Assessments at the local Fire Safety Department. The concerns raised will be looked at during any statutory inspection undertaken by the Fire Safety Department in the future.

Weekly testing of emergency lighting, fire alarms and fire fighting equipment was taking place and appropriate records were maintained. The most recent fire drill took place on the 12th June 2006 and at the time of inspection this drill had not been recorded in the fire log.

A range of risk assessments had been completed and were made available during this inspection. Perusal of these records identified that care and attention had been given to the completion of these records but not provide a composite overview of the environment risks. The manager agreed that further development should take place.

The registered manager was clear on the arrangements he would make in the event of a foreseeable crisis. He acknowledged that these arrangements should be recorded and understood by all staff.

Making a Positive Contribution

The intended outcomes for these standards are:

- Parents and children are admitted to and leave the centre in a planned and sensitive manner.(NMS 2)
- Children and their parents have their needs assessed and written plans outline how the assessment will be undertaken.(NMS 3)
- Parents and children using the centre feel well-informed and party to decisions made.(NMS 6)
- Parents and children enjoy sound relationships with staff based on honesty and mutual respect(NMS 7)

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

2,3,6,7,

Quality in this outcome area is good. This judgment has been made using available evidence including a visit to the service.

Families had been admitted to the centre in a carefully planned manner.

Families and Children have their needs assessed using a range of underpinning models. Written placement plans needed further development.

The model of practice is to empower families as much as possible; this open approach had kept families well informed.

Staff relationship with parents and families were good. Staff were respectful in approach.

EVIDENCE:

Admissions to the home had been well planned with the assessment process starting at the point of referral. All referrals were from either local authorities or because of court orders.

The manager stated that all families were provided with information on the expectations of the centre and how time at the centre would be spent. Discussions with the families in residence confirmed that this had taken place. From the records inspected it was not clear on the arrangements made for

individual families how supervision and observation, using CCTV, would be used.

Clear expectations of behaviours were recorded in the 'Residents Information Pack' The centre used a standard system for inducting all new families.

One families records were seen. At the time of inspection the centre had not devised a specific placement plan. However, contact arrangements and likes and dislikes were held on record. The Registered Manager explained that instructions on daily needs and monitoring are recorded on the directions from courts and from placing authorities and that these are fully available for staff to read. (One such record relating to another family was seen). There was written evidence of the assessment process relating to both children and parent using the 'Framework for Assessment of Children in Need and their Families.' Other tools for assessment had been used, based on individual needs. Risk assessments were held.

The model of practice was to empower families as much as possible at the same time staff understood that the needs of children were the priority. The families at the centre understood the reason why staff monitored the care given to the children. Each evening staff spoke to individual parents and discussed how the day had gone. These reflective discussions included the need to raise any concerns with regard to appropriate parenting. These were pre planned during the afternoon handover. Reflective discussions formed part of the assessment process. Families spoken to said that they were well cared for and considered that the staff interventions were of assistance. One parent described the centre as 'home from home' and clearly valued the help and support that she had received. The manager had an open door system. Families and staff confirmed they could approach him at any time when concerns or worries arose.

Achieving Economic Wellbeing

The intended outcomes for these standards are:

- Parents and children live in pleasant, well designed and maintained surroundings providing sufficient space and adequate facilities to meet their needs.(NMS 19)
- Parents and children enjoy homely accommodation, decorated, furnished and maintained to a high standard, providing adequate facilities for their use.(NMS 20)
- Shared spaces complement and supplement residents' private rooms.(NMS 21)

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

19,20,21

Quality in this outcome area is good. This judgment has been made using available evidence including a visit to the service.

The centre is located close to the town centre and had been adapted and refurbished to a high standard.

Each of the families had a bedroom with en suite facilities and contained the necessary bedroom furniture. The door locks were of a style that could easily be opened by staff in the event of emergency.

Communal areas on the ground floor were all of a good standard and met the needs of the current resident group.

EVIDENCE:

The centre is a pleasant and well presented environment for families and young children. It is being well maintained in all areas and retains a homely and domestic atmosphere. Appropriate security arrangements were in place to prevent unauthorised persons gaining entry. Advice was provided on the arrangements for the fire exit onto the side street and the front door.

Several of the rooms were viewed and all of them had been furnished and decorated to a high standard. The arrangements to provide hot water at a suitable and safe temperature were in place. Staff had separate toilet facilities within the centre. The staff sleeping-in arrangement at the time of the

inspection involved staff using a bedroom designated for families. This is a temporary arrangement whilst the centre has low occupancy.

The shared spaces, which included the kitchen, laundry, play area, lounge and dining room, were all appropriate to meet the needs of the current families in residence.

Management

The intended outcomes for these standards are:

- Parents and children who use the centre know what they can expect, how they will be treated, how the centre operates, and have had this information in written form prior to admission.(NMS 1)
- Parents' progress is recorded to reflect their ability to care for the children in a safe manner, promoting their welfare.(NMS 5)
- Parents and children receive the care and services they need from competent staff.(NMS 14)
- Staff are sufficient in number, experience and qualification to understand the needs of parents and children and who are able to respond appropriately when required.(NMS 16)
- Parents and children receive a service from staff who are themselves supported and guided in safeguarding and promoting the children's welfare.(NMS 17)
- Staff are trained and enabled to carry out the role to which they are appointed.(NMS 18)
- Parents and children enjoy the stability of an efficiently run service and purchasers have confidence that they are getting value for money.(NMS 23)
- The service's work with parents and children is continually adapted in the light of information about how it is operating.(NMS 24)
- There are adequate records of both the staff and families using the service.(NMS 25)

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

1,5,14, 17,18,23, 24, 25

Quality in this outcome group is adequate. This judgement has been made using available evidence including a visit to the service.

The centre had a 'Statement of Purpose'. This was supplemented by a 'Residents Information Pack' The Statement of Purpose needs expansion in order to include all the matters listed in Schedule 1.

Parents progress in caring for their children was appropriately recorded.

The manager is an experienced field social worker that had made a positive start in developing the family centre. However this inspection has highlighted some areas that require further attention in order that the management and service can continue to develop.

The registered Manager had devised staff rotas to ensure that adequate numbers of staff were on duty. Advice was provided on the appropriateness of staff managing shifts.

Staff were well supported by the manager who had ensured that appropriate guidance and supervision was provided.

A staff induction programme was in place and programmes of training were being provided on a regular basis.

The Registered Manager and his management colleagues had devised an internal monitoring system to ensure the home continues to meet its stated aims.

Records are being maintained for staff and families, some of which require additional information.

EVIDENCE:

A copy of the centre's Statement of Purpose was provided, this was dated January 2006. Copies of the information provided to families in the Residents Information Pack were also made available. The Statement of Purpose held most of the information required in Schedule 1, but it was noted that staffing detail, staffing structure, fire procedures and complaints policy had not been included in this document.

The resident information pack was produced to a high standard and contained clear information. The manager and the staff were sensitive to the needs of families who needed assistance to understand some of the information provided.

All records were stored securely in the office, which was kept locked when unoccupied. Staff had access to these records and had contributed to the information recorded.

The Registered Manager had recruited a staff team who had a range of experience and qualifications in working with adults and children. The individual and group experience is being developed through regular staff meetings and in house training sessions. Most staff had enrolled to undertake NVQ 3. A member of the senior staff had registered to undertake a supervisory course before commencing NVQ 3. The manager is currently undertaking the Registered Manager's Award. The manager was advised that newly appointed staff should only manage shifts when they have completed their induction period and have attained satisfactory experience.

Staff reported receiving regular formal supervision from the manager (supervision records were not seen at this inspection). These arrangements were supplemented by the manager's open door approach which staff found helpful and informative.

A range of written guidance, policy and procedures were in place and staff had easy access to these documents.

Job descriptions clearly stated the duties expected and the lines of accountability.

The Registered Manager has a range of skills and knowledge, which underpin his current practice. However, his lack of experience in managing a residential provision is leading him to undertake all of the responsibilities for the centre. This had involved him in working extremely hard since the centre opened and he had only recently begun to delegate some areas of responsibility to his senior staff. This situation had been created by staff and the manager developing the centre alongside the provision of creating a good service to the families and children in residence.

The manager is supported by the other directors on a regular basis. They had also produced a system for evaluating the current practice and development of the centre, which involved them in a monthly discussion for which records are maintained.

During this inspection a range of records were seen and were considered to be adequate. The manager acknowledged that several of the existing records needed amendment in order to fully comply with the Standards and Regulations.

SCORING OF OUTCOMES

This page summarises the assessment of the extent to which the National Minimum Standards for Residential Family Centres 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> |
| 4 | 3 |

| STAYING SAFE | |
|---------------------|--------------|
| <i>Standard No</i> | <i>Score</i> |
| 8 | 3 |
| 9 | 2 |
| 10 | 2 |
| 11 | 3 |
| 12 | 3 |
| 13 | 3 |
| 15 | 2 |
| 22 | 2 |

| ACHIEVING ECONOMIC WELLBEING | |
|-------------------------------------|--------------|
| <i>Standard No</i> | <i>Score</i> |
| 19 | 3 |
| 20 | 3 |
| 21 | 3 |

| ENJOYING & ACHIEVING | |
|-----------------------------------|--------------|
| <i>Standard No</i> | <i>Score</i> |
| No NMS are mapped to this outcome | |

| MANAGEMENT | |
|--------------------|--------------|
| <i>Standard No</i> | <i>Score</i> |
| 1 | 2 |
| 5 | 3 |
| 14 | 2 |
| 16 | x |
| 17 | 3 |
| 18 | 3 |
| 23 | 3 |
| 24 | 3 |
| 25 | 3 |

| MAKING A POSITIVE CONTRIBUTION | |
|---------------------------------------|--------------|
| <i>Standard No</i> | <i>Score</i> |
| 2 | 3 |
| 3 | 3 |
| 6 | 3 |
| 7 | 3 |

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, Residential Family Centres Regulations 2002 and the National Minimum Standards. The Registered Provider(s) must comply with the given timescales.

| No. | Standard | Regulation | Requirement | Timescale for action |
|-----|----------|------------|--|----------------------|
| 1 | RFC10 | 20 | The Registered Manager must provide parents and children with written information on how to access the centre's complaints procedure. | 31/07/06 |
| 2 | RFC15 | 16(Sch 2) | All of the information required within Schedule 2 must be obtained. | 31/07/06 |
| 3 | RFC1 | 4(Sch 1) | The Statement of Purpose must include all of the items within Schedule 1. | 31/07/06 |
| 4 | RFC14 | 15 (b) | The registered manager must ensure that a suitably qualified, competent and experienced person manages each shift. | 31/07/06 |
| 5 | RFC9 | 10(3)(a) | The registered manager must ensure that levels of CCTV surveillance used are known to residents in the home and written into placement agreements. | 31/07/06 |

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 | RFC4 | Written permission should be obtained from the parent for each child should staff need to administer first aid, prescribed and non prescribed medications. |
| 2 | RFC4 | The written record for medications should include a system for auditing items held. |
| 3 | RFC8 | All staff should receive training in anger management and de-escalation procedures. |
| 4 | RFC12 | A robust procedure should be produced for responding to suspicion or evidence of abuse or neglect of vulnerable adult family members. |
| 5 | RFC22 | A record of planned responses to a range of foreseeable crises should be developed. |
| 6 | RFC14 | The centre should have clear arrangements in place for staff to deputise in the manager's absence. Staff placed in charge at the centre should have successfully completed their induction and probationary period. |

Commission for Social Care Inspection

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