

Care service inspection report

Carolina House - Supported Lodgings Service

Adult Placement Service

Supported Lodgings Scheme

7 Luna Place

Gateway West

Dundee Technology Park

Dundee

DD2 1XF

Type of inspection: Unannounced

Inspection completed on: 9 March 2015



HAPPY TO TRANSLATE

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Service provided by:

Carolina House Trust

Service provider number:

SP2003001613

Care service number:

CS2009232353

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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	4	Good
Quality of Staffing	4	Good
Quality of Management and Leadership	4	Good

What the service does well

The service provides young adults with a caring and supportive home life in which they are encouraged to develop the skills they need to move on and live more independently.

Supported lodgings carers are well supported by the service to meet the complex needs of some young adults.

The management and leadership within the service promote continuous improvement based on a person-centred approach. This was well supported by the work of the independent panel and independent review officer for the service.

What the service could do better

We found some areas for improvement identified at our last inspection which still needed to be progressed by the service. We made a recommendation under the quality of management and leadership to further promote quality improvement work.

What the service has done since the last inspection

The service had continued to sustain high quality working relationships with carers and young adults using the service. Support groups had continued to be facilitated for carers and we heard that these were an effective way for carers to communicate with each other about specific aspects of their role.

Conclusion

Carolina House Trust provides a valuable service to vulnerable young adults, which helps them to build resilience and skills to move on to live independently in the community.

During this inspection we found that very good and good outcomes were being sustained. Taking all of the information we considered into account, we assessed quality overall as good in all areas.

1 About the service we inspected

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 01 April 2011.

Requirements and Recommendations

If we are concerned about some aspect of a service, or think it could do more to improve, we may make a recommendation or requirement.

- A recommendation is a statement that sets out actions the care service provider should take to improve or develop the quality of the service, but where failure to do so will not directly result in enforcement. Recommendations are based on the National Care Standards, relevant codes of practice and recognised good practice.
- A requirement is a statement which sets out what is required of a care service to comply with the Public Services Reform (Scotland) Act 2010 and Regulations or Orders made under the Act or a condition of registration. Where there are breaches of Regulations, Orders or Conditions, a requirement must be made. Requirements are legally enforceable at the discretion of the Care Inspectorate.

Carolina House Trust Supported Lodgings Service is registered to provide a supported lodgings service on behalf of Dundee City Council for young adults aged from 16-21 years.

The service recruits, assesses, approves, supports and trains people to provide a supportive environment for young adults. The organisation aims to create an environment in which young adults feel valued and safe and where their welfare is paramount. The service provides an opportunity for young adults to develop independent living skills in a family based environment before moving on to more independent accommodation.

Central to the ethos of the service is the principle that all young adults must be assisted to feel valued and be enabled to reach their full potential.

At the time of this inspection, four young adults were being supported by the service.

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

Quality of Care and Support - Grade 4 - Good

Quality of Staffing - Grade 4 - 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

This report was written following an unannounced inspection that took place between 4 March and 9 March 2015. The inspection was carried out by one Inspector.

During this inspection we sampled evidence from a variety of sources, including the relevant sections of policies, procedures, records and other documents including:

- Personal plans of people who use the service.
- Assessment information.
- Team meeting minutes.
- Panel minutes.
- Minutes from support group meetings.
- Staff training records.
- Staff supervision records.
- Carolina House Trust website.
- The service's most recent self assessment.
- Questionnaires from panel members and young adults.

Discussions with various people including:

- The team manager.
- Supervising social worker.
- Supportive carers.
- Support workers.
- A pathways reviewing officer.
- A local authority resource worker for through care and after care.

As the findings in this inspection are based on a sample of young adults and carers using the service, inspectors cannot assure the quality of experience for every service user.

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.firelawscotland.org

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

We found that most aspects of the recommendations made in our last report had been met. Some were ongoing at the time of our visit and have been recorded as areas for development within this report.

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.

The self assessment was submitted as requested. This highlighted areas of strength and some positive outcomes for people using the service.

Taking the views of people using the care service into account

We gathered the views of two young adults through questionnaires. Both told us they were happy with the service they were receiving at the time.

Taking carers' views into account

We met with one supported lodgings carer who told us she was very happy with the quality of the service provided to her.

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: 4 - 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

We checked that service users and carers can participate in assessing and improving the quality of care and support, staffing and management and leadership provided by the service.

In the self assessment the service reported:

"Carolina House Trust hold support groups for supported lodgings carers, six times per year. Historically these have been poorly attended due to the supported lodgings carers other commitments. Therefore over the last year there has been an increased effort in encouraging carers to attend, participate and be involved in the shaping of the service. This has been successful and since November 2013 we now have a core group of three carers who have attended every available group. At the support group in November the supported lodgings providers identified their training needs for the following year. The areas identified consisted of Attachment theory, Internet safety, (blocking sites etc), Drug information (WEB) and Mental Health First aid. During the support group held in March we involved the carers in the writing of the care inspectorate feedback for Carolina House Trust's self assessment."

We found that carers had good opportunities to be involved in assessing and improving the quality of care and support provided by the service. Carers, some of whom have dual registration as supportive carers for adults and as foster carers for children and young people, were involved in a range of ways including:

- One to one meetings with an allocated supervising social worker.
- Panel reviews chaired by an independent chairperson.

- Service planning meetings.
- Involvement in working groups.
- Involvement in preparation of new carers.

Newsletters provided useful information for carers on a variety of topics including changes in the service and opportunities for training and development.

Young adults developed their own profile which formed the basis of the information which is shared with prospective providers before a placement is made. The profile recorded information about day-to-day needs, plans and aspirations. This information helped to decide which placement might best meet the person's needs, helping the young adult to influence the quality of the placement. At present, because of the limited number of placements available, the potential for detailed matching is limited. However, the involvement of young adults in this way places their needs at the centre of the decision-making process.

Young adults were consulted about what further information should be shared with supported lodgings providers to enable them to provide the best possible care and support for them. A continued learning point for the service has been that most require more support than was initially envisaged to help meet their varied and often complex needs.

A detailed and individual house agreement was drawn up between the supported lodgings carer and the young adult. This helped to clarify expectations and responsibilities for both, and the discussion provided opportunities for both to influence the terms of their relationship. The active support of the service's social worker, as well as the young adults own resource worker, helped to sort out difficulties as they arose.

Support plans were also drawn up involving young adults and carers and took the views of both into account. Minutes of pathways reviews and planning meetings showed that some young people were closely involved in the details of their plan, and that plans were personalised and focused on achieving goals in line with their priorities.

In the questionnaires we received back from young adults they told us they strongly agreed that the service asked for their opinions about how it can improve and that they hear how their views have been taken into account.

In our last inspection when we looked at the minutes of supported carer review panels, we found inconsistencies in the way that the views of young adults and their families or important people were being recorded and used. We said the service should ensure the views of young adults, currently and previously in placement, and those of their supporters are consistently collected and recorded within reports for the panel. At this inspection we looked at an example of a carer review and saw that the

views of the young adult in placement had been clearly recorded and fully considered by the panel.

In our last Inspection when we looked at a sample of young adults pathways review documents, we saw that sometimes their views were expressed by their carers and resource workers rather than independently by the young adults. We thought that the service could increase the range of methods used to facilitate independent views about the quality of the service. At this inspection we found strong evidence of more views being independently expressed.

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

Areas for improvement

We agreed with the service that increased efforts should be made to encourage, support and enable young adults to be more actively involved in service development and delivery. For example, regular support and activity groups throughout the year would offer opportunity for discussion and feedback about their experience of the service.

In our last Inspection we reported the service had identified the need to develop a complaints procedure which young adults would find user-friendly. They said they would do this by February 2014. At the time of our last visit, this had not yet been completed and we made a recommendation. At this visit we found that although a procedure had been developed, this had not been shared with young adults and so we have continued the recommendation. **See Recommendation 1.**

Grade awarded for this statement: 4 - Good

Number of requirements: 0

Number of recommendations: 1

Recommendations

1. The service must ensure that young adults and supported lodgings carers receive the complaints procedure in a user friendly format.

National Care Standards - Adult Placement Services: Standard 1 - Informing and deciding.

Statement 3 We ensure that service users' health and wellbeing needs are met.

Service strengths

We looked to see that the service ensures that services users' health and wellbeing needs are being well met.

In the self assessment the service told us:

"At the house agreement meeting it is clarified that the young person is registered with a dentist or doctor. If they are not then they are provided with support to do this and a discussion is had about the importance of looking after your health, wellbeing and the importance of good hygiene. Any subsequent placement reviews that take place also identify any areas of concern and where supports are needed; this may involve a young person's health and wellbeing.

Each young person has their own individual support plan that dovetails with their Pathways Plan. The support plan is completed at the beginning of a placement and reviewed every three months. Within the support plan consideration is given to what the young person does to keep healthy and active. If a young person has a need for, or an interest in developing cooking skills, then a support worker can support a young person with this. Dundee City Council encourages and financially supports young people to join the gym if this is something that they are interested in or have a need to increase their activity levels.

The young people are advised by their resource worker that if they require it then they have access to the support of the LAC nurse. If the resource worker had any concerns then they would use their knowledge to access services for the young person."

A training programme had been developed for supported carers to develop their skills and knowledge. They received clear guidance about expectations in relation to on going professional development, including recommended training for the first year after registration. Since our last inspection, the service had taken the decision to make protection of vulnerable adults training mandatory for all carers. The programme reflected local and national trends and included topical suggestions made by carers and attendance at training was monitored through annual reviews.

Carers continued as good advocates for the young adults in their care. They respected the choices made by young adults while encouraging them to make decisions which support their health and wellbeing.

Support groups had been better attended. We saw that there was a clear agenda for these meetings and that carers were given advance notice of them. Support groups were being well used by those who attended them and the minutes were being shared with all carers.

We saw that young adults were well supported by carers and support workers to make and maintain GP and dental and other appointments when needed. Further support was provided with budgeting and independent living and self-care skills on a person-centred basis. We heard how issues were managed sensitively and how carers and support workers coordinated arrangements to take account of important people within the young adults life, for example family members or partners.

In our last Inspection when we looked at the services own action plan, we saw that they had identified the need to develop and share with young adults and introductory pack which clearly explains about the service. Young people we spoke to said that they would find this helpful. At this inspection we saw that this had been developed and was shared with young people during the time of our visit.

We found the service had progressed well with engaging all carers in training and support group sessions and were encouraging carers to complete a portfolio with written information about how their training has impacted on the service they provide. This was beginning to build a body of evidence to demonstrate skills development and how training has led to improved outcomes for young adults.

Information we looked at showed how health and safety assessments were being carried out at the point of approval of carers, we thought that the service should continue to regularly review these and specifically reviewed at times of significant change, for example when a new placement is being made.

Taking all of the information into account and some areas for improvement, we assessed quality as good.

Areas for improvement

The service told us that a specific pre assessment training course Preparation for Supported Lodgings was being developed to include information relating to young people's social, emotional and health needs, the impact of early childhood experiences and supporting the development of independent living skills. We thought this would support improved practice and outcomes in this area.

In our last inspection, we noted that supported lodgings carers told us that they would benefit from some out of hours support, since many of the crisis situations they had faced with young people tend to arise out with normal working hours. We said the service could consider this during the review process. During this inspection we found that the service had raised this within the review process, however, progress had not been made. We shared some practical ideas with the team manager about how support could be increased in this area and have continued the recommendation.

See Recommendation 1.

Grade awarded for this statement: 4 - Good

Number of requirements: 0

Number of recommendations: 1

Recommendations

1. The service should ensure support is available to supported lodgings carers at all times in order to best meet the health and wellbeing needs of young adults.

National Care Standards - Adult Placement Services: Standard 9 - Feeling safe and secure.

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 4 - Good

Statement 1 We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.

Service strengths

The information used to assess quality in this area has been reported in Quality Theme 1, Statement 1 of this report.

Areas for improvement

See areas for improvement in Quality Theme 1, Statement 1 of this report.

The service could involve young adults and supported lodgings carers more in assessing and improving the quality of staffing through participation in staff recruitment for new staff and panel members or in appraisal of existing staff or panel members.

Grade awarded for this statement: 4 - 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

We looked to see that the service had a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.

In the self assessment the service told us:

"The Team Leader Support Services has the remit to oversee the administration of organisational training. There is a training calendar for all staff and carer's training. The training strategy incorporates the outcomes of the supporting performance system and has input from team leaders or individuals who have researched training for their service. This can also be inputted by the Team Leader Support Services. All training is ultimately agreed to by the Management Team so that there is a fair access

and opportunity for training. This also includes the organisations responsibility to certain professional groups e.g. registered social workers. Priorities have to be made with regard to training as there are financial restrictions on our training budget but we believe our process is as fair and equal as it can be. The appraisal system, designated as the Supporting Performance Policy, is now in place and has been rolled out. A training programme/plan will be in place when the staff have completed their Supporting Performance interviews.

All staff receive induction training when they start with the organisation. A supervision policy is in place across the organisation. All staff are aware of National Standards and strive to exceed them at all times as stated in our mission statement. Relevant staff are also given a copy of the SSSC (Scottish Social Services Council) codes of conduct when they join the organisation.

All our staff are encouraged to be part of various working groups within the organisation to allow them to be part of the developments within the organisation. The groups include an extended management team where the team leaders meet with managers to advance the work of the trust and a Health and Safety Group that includes representation from each service. In the lead up to our bi-centenary there is a group involving all levels of the organisation, young people and past residents of the Orphanage to look at events to celebrate two hundred years of the Trust.

There are also staff development forums which are now held on a monthly basis. These forums afford staff the opportunity to provide feedback from conferences or training courses. This helps disseminate new learning across the organisation and develops and enhances staff skills and confidence in presenting information or training. There is a move to have greater integration of the services to more explicitly see the continuum of care that Carolina House Trust can offer to a young person moving through our services to full independence."

When we visited we found the service team continued to consist of a registered service manager, a team leader and one social worker. All were qualified and experienced professionals who demonstrated a commitment to the provision of a service which operates to National Care Standards and relevant legislation and good practice guidance.

We saw that Carolina House Trust has a robust recruitment, induction and staff development structure in place which supports the safe recruitment and induction of staff into the service.

A structured supervision policy and procedure was in place. The service had also introduced an appraisal system linked to a staff development plan.

The social worker was linked within the organisation to the fostering team, which provided opportunities for support and shared planning. We saw that the two services

continued to work together in recruitment work and development work. The team manager and social worker continued to take part in a national through care and after care forum enabling them to bring a national perspective to the work of the organisation.

Staff benefited from a wide range of training opportunities both internal and external that supported them in the work they did and they confirmed they received regular and effective supervision. They also valued the opportunity for informal supervision from the manager and colleagues.

Staff worked in partnership with other agencies to ensure children and young people's needs were met. This was confirmed by other professionals we spoke with such as the reviewing officer and a resource worker of a local authority through care and after care team.

Placing social workers we contacted continued to welcome working in partnership with the service. They were confident that any issues they raised were addressed with the young adults needs at the centre. Placing social workers told us they saw that carers had a good understanding of key issues, such as attachment and loss and child protection. This gave further evidence of the competence of staff.

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 told us:

"Morale has been low this year to a high turn over of staff and some difficulty in recruitment. This is being addressed on an organisational basis with input from all staff about how we tackle the issues we face. This includes individual and team meetings and a wider search for staff at a national level."

When we visited we found the service team continued to consist of a registered service manager, a team leader and one social worker. There had been no turn over in relation to these members of staff and this had ensured a consistently good service for young adults and carers.

We thought that to enhance existing skills, the social worker could consider completing training specific to the complex assessment work she was undertaking.

Grade awarded for this statement: 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

The information used to assess quality in this area has been reported in Quality Theme 1, Statement 1 of this report.

We found the service continued to operate at a good level in respect of this Statement as participation was comparable with Quality Theme 1, Statements 1 and Quality Theme 3, Statement 1.

Carers we spoke to continued to give evidence of their confidence in the managers of the service.

In assessing a grade for this Statement we have also taken into account information recorded in Quality Theme 1, Statement 1 and Quality Theme 3, Statement 1 of this report.

Areas for improvement

See areas for improvement recorded in Quality Theme 1, Statement 1 of this report.

The service told us:

"Although we are working to hard to improve young people and carer involvement there is still a way to go. We have processes and structure in place and need to build on these over time to see the benefits that will derive from this more inclusive approach. Carolina House Trust has the will and intent but often circumstances prevent inclusive practice. This has to be overcome and be built more clearly into day-to-day practice."

As in our last inspection report, this inspection noted that overall more opportunities for supportive carers and young adults to regularly meet and talk about their experiences with managers and leaders would support stronger participation in this area.

We also noted that more service user involvement in manager appraisals would support stronger participation in this area.

Grade awarded for this statement: 4 - 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

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

In the self assessment the service told us:

"Carolina House Trust has instituted the use of a quality assurance system developed for small organisations particularly those in the third sector. PQASSO (Practical Quality Assurance System for Small Organisations) is predicated on the organisation self assessing and building on the organisation's strengths having identified weaknesses that need to be addressed. It has a progressive system where by the performance indicators move from a very internally oriented focus progressing to the place the organisation has within the wider community of service providers.

In relation to the supported lodgings service we have extended our ongoing dialogue about the quality of the service within the consultative aspects of the review complete in January 2014 and the recommendations that have followed from it. This has entailed eliciting the views of carers and young people as well as other stakeholders and in particular our monitoring meetings with Dundee City Council Social Work Department."

We found that at an organisational and service level, effective systems continued to be in place to monitor and assess the work of the adult placement service.

We saw that the organisation was using PQASSO (Practical Quality Assurance System for Small Organisations) a structured approach to quality assurance, which was helping the organisation to systematically evaluate the quality of the service it provides and was used in measuring outcomes for service users.

We saw that an action plan outlining quality improvements was being used to monitor and progress with improvement action.

Throughout our inspection we found that young adults, supported lodgings providers, staff and partner agencies continued to be consulted on day-to-day management arrangements and the future development of the service.

In previous inspections we had noted effective partnership working with the local authority as a key stakeholder and that all stakeholders had access to an annual report produced by the service.

In our last inspection we asked the service to review its policy and arrangements when supported lodgings providers needed respite or additional support in this inspection, we found that a recommendation we made in this area had been met as the service were now asking carers to identify support carers for assessment in this role at the outset of service use.

Taking all of the above into account and some further areas for improvement which we have identified at this visit, we assessed quality in this area as good.

Areas for improvement

In our last inspection we saw that the team manager had begun to systematically audit service records including carer and young adults files. We noted in our last report that this should be continued and that an analysis of findings should be shared with workers to support improvements in this. At this inspection we found that this work had not been continued and we again found some gaps in the records we looked at. We discussed this with the team manager and social worker at feedback and have made a recommendation in this report. **See Recommendation 1.**

Grade awarded for this statement: 4 - Good

Number of requirements: 0

Number of recommendations: 0

Recommendations

1. The manager should ensure that improvements identified are progressed timeously and that this should include audit work.

National Care Standards - Adult Placement Services: Standard 5 - Management and staffing arrangements.

4 Other information

Complaints

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

Enforcements

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

Additional Information

Not applicable.

Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in the Care Inspectorate re-grading a Quality Statement within the Quality of Management and Leadership Theme (or for childminders, Quality of Staffing Theme) as unsatisfactory (1). This will result in the Quality Theme being re-graded as unsatisfactory (1).

5 Summary of grades

Quality of Care and Support - 4 - Good	
Statement 1	4 - Good
Statement 3	4 - Good
Quality of Staffing - 4 - Good	
Statement 1	4 - Good
Statement 3	5 - Very Good
Quality of Management and Leadership - 4 - Good	
Statement 1	4 - Good
Statement 4	4 - Good

6 Inspection and grading history

Date	Type	Gradings
28 Mar 2014	Unannounced	Care and support 4 - Good Staffing 4 - Good Management and Leadership 4 - Good
6 Mar 2013	Unannounced	Care and support 4 - Good Staffing 4 - Good Management and Leadership 3 - Adequate
6 Sep 2011	Announced	Care and support 4 - Good Staffing 4 - Good Management and Leadership 3 - Adequate

All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.

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