

# Rossie Secure Accommodation Services

## Secure Accommodation Service

Rossie Young People's Trust  
Montrose  
DD10 9TW

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Unannounced

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**Service provided by:**  
Rossie Young People's Trust

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## About the service

Rossie Secure Accommodation Services is provided by Rossie Young People's Trust, an incorporated association and registered charity. The Trust is managed by a Board of Governors. The service offers a total of 18 places to young people, with an additional emergency bedroom.

The service is situated in a rural location, approximately five miles from Montrose. The building is purpose-built and is divided into three house units, each with six en suite bedsits. Each house has a living room, dining room, kitchen, small multi-purpose room for young people to use and a staff office.

Additional facilities include a secure welcome room, meeting and contact rooms, fully equipped dental and medical rooms, and catering kitchen. The service also has a secure, purpose-built education unit, an indoor swimming pool, gymnasium and fitness suite, and a secure outdoor courtyard with a climbing wall, outdoor gym and all-weather pitch. The extensive grounds are used to facilitate outdoor activity and education, and include gardens, polytunnels and a sensory area.

The service states that it aims to "provide a safe, supportive and stimulating environment in which young people can achieve their full potential, develop respect for themselves and for others and be supported to understand and acquire the attitudes and skills that will enable them to return to their communities as successful citizens".

This service has been registered since April 2002.

The Care Inspectorate is a member of the <https://www.nationalpreventivemechanism.org.uk/> a group of organisations designated to monitor the treatment and conditions of those people who have been deprived of their liberty. This includes children and young people in Secure Care.

## What people told us

In response to the COVID-19 pandemic the inspection was 'blended' - a description used when inspections are largely virtual but also include a short site visit. Questionnaires were also sent to young people, social workers and advocates as an additional way to gain views.

In total, inspectors were able to speak with eight young people. Eleven also shared their views via the questionnaires returned to the Care Inspectorate.

The views of young people were overwhelmingly positive. Young people were able to describe the progress they had made since coming to Rossie.

Comments included:

'I like the staff speaking to us... I can keep in touch with my family as much as I want to'.

'There's plenty to do, and staff are friendly and have a laugh'.

'Everybody listens, it has helped me a lot'.

'I like my own room and that we have our own swimming pool'.

'I really like the school and some of the staff'.

'Yes I feel safe- having staff that care. They take really good care of me'.

'Rossie has helped me lots. I feel very safe... they talk to you'.

'They helped me with my feelings, they do activities I enjoy, and they know when I'm unsettled and support me'.

'They make me think about my life and how to deal with things if anything goes wrong'.

'Staff are very nice staff are good at encouraging me'.

'I have come so far. Staff deal with the difficult things and they manage it really well. They respect everyone's individual needs. There have been times they have stayed on to allowed me to go out. They have been so consistent with me and stuck by me'.

Twelve stakeholders were spoken with or returned questionnaires to the Care Inspectorate. These included social workers, advocacy workers and Police Scotland.

There were some very positive comments about the progress of young people while at Rossie and about the commitment of individual staff. Respondents were impressed by the skills and knowledge of the staff team and of the relationships they had developed with young people. They felt the facilities at Rossie were good with lots of opportunities for various activities, and education. A number of social workers felt that communication could be improved if the weekly feedback took the form of a written 'report' rather than a telephone conversation.

Feedback from Police Scotland was incredibly positive, particularly in relation to child protection measures and multi-agency working.

## How well do we support children and young people's wellbeing?

5 - Very Good

Children and young people described positive, trusting relationships with staff. One young person told us that "the best thing about Rossie is the staff". When we saw young people and staff together, we could see that they interacted warmly and openly. Young people frequently sought and received reassurance from staff. There were staff on every shift that were part of the children's key team and this gave them the opportunity to spend time with staff who knew them well. Young people's comments indicated that staff were good at showing them appropriate affection, and when they needed it, they would get a hug.

Almost all of the young people spoken with during the inspection, or who returned questionnaires, were positive about the people who cared for them. They described their key team as the care staff and their SIS worker, describing them as people who supported their progress and wellbeing. Comments from young people can be seen at the beginning of this report. Staff spoken with were exceptionally positive about young people, demonstrating genuine warmth and affection.

The tone of written communications with and about young people reflected a highly respectful and caring culture. This was particularly evident in the responses to young people who had raised concerns or complaints, which were dealt with thoroughly, and with great consideration for young people's feelings.

The service had in place a robust admissions policy which considered Care Inspectorate guidance. Careful consideration was given to where young people were placed and whether the service could meet their needs. The creation of a pleasant, non-institutional arrival suite helped young people to feel welcome and valued. The service was developing a video which could be shared with young people to help to reassure them prior to arrival at Rossie.

Staff were found to be very committed to young people and held them in high regard, being incredibly

insightful of their individual and specific needs. Staff were given support to gain an understanding and knowledge of the varied range of needs. The service did this by providing an extensive range of training to staff, throughout their induction and access to additional training to meet registration requirements. Staff were skilful at establishing relationships with young people and using them to help them to reflect on behaviour and to motivate them to make plans for the future.

The organisation was inclusive and we were pleased to see a number of participation events aimed at addressing discrimination. We heard that an LGBT survey had helpfully allowed young people to anonymously express whether they were having their gender and sexuality needs met by Rossie. It also highlighted the risk of bullying of young people who considered themselves LGBT, or gender neutral. The service had also undertaken evaluation and research in relation to gender sensitive care and had a champions group established. We heard about the longer term aims of this group and look forward to seeing the impact of this at next year's inspection.

Young people were supported to know their rights and given every opportunity to meet up with advocacy workers, both privately and as a group. We saw evidence that young people were supported to understand and express their rights at formal meetings and supported to be involved in national participation events.

The service responded proactively to the individual and additional support needs of young people. At the time of the inspection there were excellent examples of the team being immediately responsive, creative and thoughtful in meeting a young person's very specific communication needs to ensure they could take an active part in life of the service.

Social stories and technology were also used to ensure young people were able to contribute to their own support and to share their opinions. There was also an awareness of the importance of inclusion for young people with these difficulties. The service recognised the benefits a speech and language therapist would bring to young people and had plans for the near future.

All young people had access to electronic equipment which allowed them to contact and keep up with their friends and family. The service had significantly increased their electronic capacity to ensure that all young people could have regular contact with friends and family. This had been especially important due to restricted visiting throughout the COVID-19 pandemic. Particular attention had been given to ensuring that all equipment had the appropriate privacy and safety settings to safeguard the young people. Young people were also delighted that staff from the IT department had used their talents to ensure that games consoles were updated, and new games downloaded.

The service had a safe search policy which was fully risk assessed. There were plans to review this policy within the wider context of behaviour management and relational care, with an airport scanner being sourced to eradicate the need for invasive searches (and which would already be in place if not for the pandemic).

Young people were able to exercise choice in many aspects of their day-to-day lives. Their care plans were highly individualised and for many young people demonstrated a very high level of involvement. In addition, the service consulted with young people through a range of different forums, including young people's meetings and survey monkeys.

Young people's comments throughout the inspection demonstrated that they were regularly asked for their opinions in a meaningful way.

There was a sense that young people had a lot of fun, using the wide range of activities and equipment

available to them. They were encouraged to participate in ways which were comfortable to them. We saw some very good examples of young people being supported to make enquiries into careers which were of interest to them, and to take steps to prepare for this. For some young people we could see that this brought them hope, and the ability to look forward to a more positive future.

The service had made several partnerships with the local community and had been able to contribute baking and cooking to several community projects which offered support to vulnerable people. They had also made links with external community groups which allowed young people to gain confidence and self-esteem.

The forest school allowed young people to gain a range of skills and explore a number of interests that they previously would not have been exposed to. They developed a sense of working as a team as they built a kitchen and a pizza oven and gained skills in learning how to cook on an open fire and hot pit. All of these adventures enhanced young people's opportunities, but most of all gave them positive experiences which they will never forget. Plans to ensure that forest school is created in a dedicated space within the secure facility will mean that this opportunity is open to every child in this setting.

Young people who spoke with us and who returned questionnaires said they felt safe at the service and had at least one trusted adult they could talk to. They did not all reflect this in the survey monkey they completed for the service, with incident notifications and reports highlighting times where young people had to be removed from the group due to the unsettled behaviour of peers, and where they articulated that the distressed behaviour of others was having an impact on them. Staff and senior managers had responded positively to times where the dynamic within the group was unsettling, looking at peer relationships and the skills and experience within the staff team.

Comprehensive safeguarding procedures were in place, including a range of training provided to the wider team to ensure they had the knowledge to recognise and respond to concerns and to promote wellbeing. There was very effective liaison with external agencies to ensure a consistent and collaborative approach, with extremely positive feedback from Police Scotland about the services response to concerns. We also saw that some proactive and effective work had been done to raise awareness of, and to tackle bullying, including some really effective work around racial stereotyping.

Young people had fantastic opportunities to take part in a wide range of interests and activities which were both physical and creative. The range of resources are described later in the report but offered young people the opportunity to develop skills and talents, and to fill their time usefully.

All young people received education within the facility and had opportunities to gain formal qualifications. These were transferrable and learning could be accredited throughout the UK. Young people had initial assessments which indicated their potential and how best to support them. They all had individual learning plans which set out how best the young person was supported to achieve at school. Education was piloting a new project which promoted positive aspects of learning where young people were central in evaluating their own learning. This venture will further establish positive relationships with the teaching staff.

The pandemic had an impact on young people gaining a full-time education and the service had embarked on several approaches to increase young people's access to a full-time timetable. This had only been achieved in the weeks prior to the inspection.

We found that young people consistently experienced nurturing, therapeutic care and support arrangements that reflected their experiences. Staff understood the impact of trauma and had access to a range of credible interventions.

The impact of the specialist intervention service (SIS team) had been incredibly positive. Despite changes to the leadership of SIS, the team has been structured to provide safe and effective interventions to young people. We were really impressed with the addition of the new consultant clinical psychologist and the openness to learn from her knowledge and evaluations. The formulation model will support staff to test out hypotheses and develop a clear model of care. We heard that the collegiate team have been fundamental in improving outcomes for young people. There was a commitment to providing young people with care that helped them recover from historical trauma and begin to think positively about the future. The young people we spoke to were able to reflect on the impact that being at Rossie had made on their lives. Some talked specifically about feeling that they were more able to manage their emotions and said that SIS and the care team worked together to help them to achieve this.

Young people were supported by care staff and SIS staff to develop strategies which assisted them to self-regulate/self-soothe. Young people were able to describe these strategies to us and to reflect on the positive impact they had over time. Access to greater staff support at times of anxiety was recognised as a major contributor to young people's progress.

We heard that across SIS and the care teams, there was a commitment to supporting young people after difficult life events. If young people had received bad news, there were very quickly plans put in place to help the young person recover and get back on track. All staff appeared to fully appreciate the importance of spending time with young people at these key times and did so. Added to this, we heard that the care teams were working in an attachment informed way and were pleased to hear staff reflecting upon attachment styles and the importance of attuned care.

A further improvement in the past year was the joint working with local mental health teams. Whilst the organisation was still embedding its new SIS and health team there had been very significant improvements made in young people accessing CAMHS (Child and Adolescent Mental Health Services) for assessment and treatment. Waiting times had been reduced and there was a big focus on ensuring young people got the right mental health treatment at the right time. Importantly, we found that the wider planning and quality of the interventions offered to young people was resulting in transformational outcomes and recovery from trauma.

Young people benefited from a comprehensive health assessment on admission. Well-established links with local community healthcare services ensured that young people could access the full range of healthcare provision on-site and catch up, where necessary, on missed treatments and vaccinations. An on-site nurse and healthcare assistant provided accessible support to young people and staff.

Due to the restrictions imposed by COVID-19, we were unable to carry out an on-site medication check. However, we were satisfied that there were robust systems in place for managing medication, ordering and administering. The service's own audits/quality assurance records stated that there had been no errors in any aspect of the management of medicines in the past three months.

## How good is our leadership?

**5 - Very Good**

Management and leadership was very strong. Senior managers had a clear vision and passion for young people and for a service which would meet their individual needs, and the future of secure care. The managers were knowledgeable, enthusiastic and passionate and had appropriately high expectations for the team. There was a clear energy for progress and change which was impressive.

Rossie values were clearly communicated and demonstrated across the entire workforce. The positivity of

staff was a real asset (at any time, but especially as the inspection was in the midst of a pandemic). Staff were both knowledgeable and informed about the plans for the future of the service and had been actively involved and consulted about a wide range of positive plans for the future,

Throughout the COVID-19 pandemic senior managers had continued to support and motivate staff. Staff stated they felt safe due to the commitment of the organisation to ensure wellbeing of both young people and staff. From the beginning of the pandemic the organisation had made a huge commitment and significant investment to ensuring they had robust procedures, and plentiful resources to keeping everyone as safe as possible.

The service had an impressively wide range of structured, robust systems to ensure the continuous improvement of the service. Ongoing review and evaluation was of a very high standard and had led to significant changes, from day-to-day arrangements such as morning meetings and more supportive staffing arrangements, to the continued progression and development of specialist therapeutic approaches introduced and supported by the commissioning of specialist/expert staff recruited to advise and guide the direction of the identified plans for service, and of national initiatives and direction.

The Board of Governors provided an external overview of all aspects of the service and had supported significant investment aimed at enabling the development of the highest standards of care for young people. Due to the COVID-19 pandemic the restriction of all visitors had prevented board members meeting young people face to face, however, they continued to be informed and updated and have regular virtual meetings.

A comprehensive self-assessment very clearly evaluated the service against the Quality framework (and the secure standards and pathway). It identified where they are currently and very clear plans for the future. The organisation's business plan (2020-22) was similarly aspirational and had a clear and focused vision for the future. This self-awareness and drive for continual progress were noted to be an important part of the culture of the organisation.

The quality assurance processes for incidents of restraint needed to improve, despite systems which were in place from unit level upwards to ensure this. This had led to inaccurate reporting of figures in relation to restraint reduction, an area where the service had identified as high priority for change. A new electronic system which will better record and analyse this type of data is in the very final stages of development and will support progress in benchmarking measurable outcomes.

## How good is our staff team?

**6 - Excellent**

The service had high quality recruitment practices which were enhanced by young people taking a meaningful part in the selection of staff. This had continued through the pandemic with the use of virtual interviews. Staff were appointed, only after they had had a complete pre-employment check.

The service had developed an impressive induction package which included a comprehensive training plan, and a mentoring and coaching approach to developing staff skills over the first year of employment. Staff were extremely complimentary about how thorough this process was, its flexibility and that it had been tailored to meet their individual needs.

Staff stated that they were very well supported and that they could openly share their views at supervision, appraisal meetings and team meetings. They stated that various changes, such as increased visibility of the senior team, had enhanced relationships and support for staff. Changes to staff deployment were aimed at

both increased support to young people at key times, and also to make best use of the individual skills and talents of staff.

The service had undertaken an assessment of numbers and skill mix within the secure setting. This had resulted in a clear overview of staff competence related to the risk and needs of the young people. This was a continuous process with twice weekly and four weekly workforce management meetings. The service had developed a highly structured approach to determining the number and skills profile of staff needed to meet the needs of young people at any given time. This had real benefits for young people with higher levels of support at bedtimes, and additional staffing to allow activities and support throughout the day. Staff spoken with confirmed that increased staffing levels and the use of agency staff to support the staff team was positive, with experienced agency workers bringing new ideas and energy to the team.

The service was also embarking on a complete review of their current rota which would ensure that staff were there in sufficient numbers to meet young people's needs. This also had the additional feature of more time off for staff and a better work life balance.

It was evident that staff turnover was continually being monitored by the senior staff group. It would appear that retention had improved in the last year and there were high retention rates. Any turnover was monitored by exit interviews and there was a commitment by the management team to learn from any staff movement.

Staff spoken with during the inspection were clear about their roles and were found to be committed to meeting the complex needs of young people. We found that morale was very high, that staff were motivated and enthusiastic and had the required skills and understanding to develop very good relationships with young people. Comments from young people confirmed this level of commitment from the staff caring for them.

The service had placed an emphasis on staff welfare and had developed a number of external supports for staff. These included access to counselling, physiotherapy and chiropractic services. They were also keen to expand this provision to include life coaching to enhance their employee assistance programme.

The organisation was reviewing its use of restraint. This was clearly linked to staff training, with the organisation planning work alongside CALM (Crisis, Aggression, Limitation and Management) to further develop their approaches to challenging behaviour. There was an acknowledgement that additional understanding of the theory around the use of restraint, alongside other therapeutic models of care, would be of benefit and that young people should be fully participant in this journey. We were really impressed that the lead for training was highly focused on children's rights and that this was having a direct impact on how staff were being trained. The direction of travel for the organisation felt cohesive.

Implementation of Flick (e-learning) had supported wider access and a greater range of training for staff across the organisation. Whilst we have not seen a significant impact or outcome from this, it is a positive development for all staff to get fundamental training. Outwith the COVID-19 pandemic this would compliment all of the other training and learning opportunities staff have. At the moment these are more limited so e-learning has a more critical role in providing staff with training and development opportunities.

Staff were enthusiastic and highly motivated. They reflected a diverse group, with a wide range of life experiences which they used to engage with young people and develop interests and talents, and form meaningful relationships. They felt that they worked flexibly and effectively as a team and gave examples of how this helped to provide additional support to young people when they most needed it.



Staff spoke positively about the progress they felt that the service was making, and there was a real sense of a shared vision for the future.

## How good is our setting?

## 6 - Excellent

From the arrival area to young people's bedrooms, Rossie provided young people with a comfortable, well-furnished and well-maintained environment, which achieved a good balance between the need to maintain safety and security, and comfort.

When young people arrived at Rossie, they were taken into the welcome room - a large, comfortable and pleasantly furnished room which gave a very positive first impression of the service. In conjunction with young people, the service had made changes to the decoration of the entrance hallway and were in the process of consulting with young people about how this could be made even more attractive and welcoming.

Each house had a spacious living room, well-decorated and furnished. Even with the restrictions on soft furnishings necessitated by COVID-19, they felt cosy and homely. Large TV's were housed in chunky wooden cases designed for safety, however, we were pleased to hear that the service had explored other options with plans in place to provide TV and films in a less obtrusive, institutional way. There was also a dining room where young people and staff could eat together, with plans already being made for how to make sure that everyone could share a Christmas meal (not usually an issues but more complicated because of COVID-19 safety practices). Each unit also had a smaller games room which was equipped with a variety of electronic games consoles and books.

Young people were encouraged to personalise their rooms, and those we looked at were really nicely done, with young people's choice of bedding, photographs of family and friends (and pets), and fairy lights which created a cosy effect. What was really nice was the way that staff encouraged and helped young people to take a pride in their rooms, with weekly awards for the best-kept room. From our necessarily brief visits, we could see that the standard of cleanliness and tidiness was very high.

Previous concerns from young people about the heat in the units appear to have been resolved with the installation of solar panels on the roof. This has yet to be 'tested' over the summer months, but was certainly not raised as an issue during this inspection.

Young people had regular access to a wide range of activities across the campus, including a swimming pool, play barn and fitness suite and gym. The continued development of the through-care hub was excellent and had increased the opportunities for young people to engage in activities and increase their life skills. There was a lovely modern domestic-style kitchen/diner which was used to support young people to develop independence skills and, for some young people, meet with family or visiting professionals. There were smaller multi-purpose resource rooms including music rooms, a hairdressing salon, nail bar, and a large dance studio. The whole area was light, bright and welcoming, and was appreciated by the young people we spoke with.

Rooms in the hub had also been identified for use by external groups such as Skills Development Scotland and Children's Rights. This would extend opportunities for young people to resource staff and information in a dedicated space and develop/establish relationships across services. Unfortunately use of these rooms had been halted due to the restriction of visitors due to COVID-19 but they were undoubtedly a very positive addition to young people resourcing external services outwith the unit they lived in, but within a safe setting.

The service had excellent outside spaces which were used to develop young people's social and vocational skills, and for fun and relaxation. There was a large outside kitchen garden with green houses and polytunnels. The service had a forest school which young people on mobility were able to access. This facility was being expanded so all young people would be able to access the forest school within the secure centre, a real secret garden. The outside courtyard had been enhanced using colours and the space had been softened with planters and outside seats. At the time of the inspection the new transverse climbing wall had been completed and the outdoor gym installed. These were a real addition to the secure courtyard, allowing young people the opportunity to be involved in challenging outdoor exercise all year round.

We were really encouraged by the positive engagement of IT staff. They were really passionate about making changes to support young people. We heard about improved security and greater ability to support young people's contact with the people who were important to them. Young people were safer as a result of the improvements and the commitment from Rossie to update and improve their access to technology.

Using national and local guidance, and based on a robust assessment of the environment, Rossie had put in place extensive and (to date) highly effective arrangements to maintain a safe environment in the face of the COVID-19 outbreak. These included a significant increase in cleaning routines, including an increase in the housekeeping team, the use of recommended products and PPE; reduction of visitors to the service; thermal imaging/temperature checking of anyone entering the service, social distancing and use of face coverings in shared spaces. All this has been done while also taking account of the practical and psychological impact of the pandemic on staff and young people, and putting systems and structures in place to mitigate against these. As stated elsewhere in the report staff had spoken very positively about how much they felt the organisation had done to keep them safe.

Plans were well underway for the further development and improvement of various areas and aspects of the environment. These included the introduction of faster Wi-Fi, of a quieter internal communication system which could significantly reduce environmental stress for both young people and staff, a safe and nurturing room within the education setting and a space, outwith the living area, for young people to meet their SIS worker. Identified developments, and all of the progress made since the last inspection have been very impressive and have all contributed to an excellent environment for the young people at Rossie.

## How well is our care and support planned?

**5 - Very Good**

Young people had extensive and comprehensive records, assessments and plans which together gave clear and focused plans of support, centred around ensuring that they were supported to make progress while at Rossie.

Staff were committed to ensuring that young people were at the centre of their support, with constant encouragement for their involvement. Review and planning was done robustly at regularly scheduled 'team around the child' meetings, and also in a responsive more immediate way when required to meet any changing needs. The 'team around the child' included health, education, care staff, specialist intervention staff and social work. There were very good examples of young people chairing their meetings, and telling us they had largely written their risk assessments and specific parts of their plans. This reflected Rossie's approach that young people were 'co-producers' of the care and support they received.

Young people's support plans were underpinned by accredited risk assessment methods, again involving young people and listening to their views of their own strengths and vulnerabilities. Since the employment of the clinical psychologist, formulation plans had been developed for some young people which

underpinned the plans with practical management and support strategies. Staff stated that they had seen early and extremely positive indications of progress from these assessments and plans which was encouraging. These will be introduced for all young people.

A new overview action plan (Care Plan) had been introduced, which although SMART (specific, measurable, achievable, realistic and timely) could be 'smarter'. Some information was not individual to young people or specific enough. It would also be beneficial for some narrative which would set some context and clear indicators to where the young person is currently. There were a range of measures in place which ensured plans/documents were up-to-date and relevant, and informed the practice of staff.

All young people had access to advocacy from 'Who Cares? Scotland' and, for some, additional advocacy services from their placing authority. Advocates spoken with during the inspection were largely positive about the service promoting the rights of young people, and encouraging them to access advocacy services. We concluded that young people had a voice and were listened to.

## Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at [www.careinspectorate.com](http://www.careinspectorate.com).

## Detailed evaluations

How well do we support children and young people's wellbeing?	5 - Very Good
1.1 Children and young people experience compassion, dignity and respect	5 - Very Good
1.2 Children and young people get the most out of life	5 - Very Good
1.3 Children and young people's health benefits from their care and support they experience	5 - Very Good
How good is our leadership?	5 - Very Good
2.2 Quality assurance and improvement are led well	5 - Very Good
How good is our staff team?	6 - Excellent
3.3 Staffing levels are right and meet children and young people's needs, with staff working well together	6 - Excellent

How good is our setting?	6 - Excellent
4.1 Children and young people experience high quality facilities	6 - Excellent
How well is our care planned?	5 - Very Good
5.1 Assessment and care planning reflects children and young people's needs and wishes	5 - Very Good

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