

**STATEMENT OF PURPOSE**

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**Region: Yorkshire and Humber**

**Date:** **June 2019**

**Registered: Adoption Agency**

**Registration Body: Ofsted**

**Registration Number: SC051836**



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**Introduction**

#### It is a requirement of the National Minimum Standards for Adoption that an adoption agency produces a Statement of Purpose. This Statement of Purpose has been written in accordance with;

#### The Adoption Agency Regulations 2005 (amended 2011)

#### The Voluntary Adoption Agencies and the Adoption Agencies (miscellaneous amendments) Regulations 2003 – England and Wales as amended by the Voluntary Adoption Agencies (Amendment regulations 2005)

#### The Adoption National Minimum Standards (2011)

#### The Care Planning Regulations 2010

#### The Care Standards Act 2000

#### The Children Act 1989

#### The Adoption and Children Act 2002

#### The Adoption Agencies and Independent Review of Determinations (Amendment) Regulations 2011

#### The Adoption Agencies (Panel & Consequential Amendments) Regulations 2012

#### The Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013.

#### A copy of this Statement of Purpose has been provided to Ofsted and is accessible on the Barnardo’s website and is also available on request. This Statement of Purpose is reviewed and updated on a regular basis, and at least annually.

**Aims, objectives and outcomes**

**Aims**

At Barnardo’s, we believe that a child’s future should never be defined by their past; every child deserves the chance to fulfil his or her potential.

We recognise that the children we seek to place are among the most vulnerable in our society. Children’s views, wishes and feelings will be acted upon, unless it is contrary to their interests.

Barnardo’s believes that good parents come from many different backgrounds and are as varied as the children we seek to place. Prospective adopters are required to demonstrate that they can safely and skilfully parent a child to independence and beyond. Adoption is a lifelong commitment and Barnardo’s is committed to remaining responsive and supportive throughout that journey.

Barnardo’s understands the importance of ethnic and cultural identity in its family placement work and aims, where possible, to achieve placements with adopters who reflect and/or promote the ethnic origin, cultural background, religion and language of the children to be placed.

Appropriate support will be offered to each family to enable them to address the child’s particular needs. This will include enhancing the parents’ ability to understand and promote the child’s positive self-esteem, confidence and identity. Barnardo’s has access to a wide spectrum of support services which can be accessed to respond to individual need.

**Objectives and outcomes**

1. To provide children with safe, secure and lasting adoptive families and our policies and services are directed towards achieving this outcome for children in need of adoption.
2. To increase placement choice and to reduce delay in the adoption process for children. The children most likely to need our service are those of black and minority ethnic backgrounds, sibling groups, school-aged children, children who have additional needs arising from learning or physical disabilities and children with emotional and behavioural difficulties.
3. To recruit, prepare, assess and support prospective adoptive families. Potential adoptive families will be considered on the basis of their capability to meet the needs of the identified children.
4. To seek and provide a high level of emotional, practical and legal support to children and families post adoption. The agency will look to help families in accessing the appropriate adoption support.
5. The agency offers support and counselling to adults who have an adoption connection and offers an intermediary service to adults for whom Barnardo’s is the relevant adoption agency.
6. Barnardo’s can offer a range of training and consultancy.

**Service Registration Details**

Barnardo’s is a company registered as a trust corporation on 16 December 1926 and limited by guarantee (registered in England under number 61625). It is a registered charity (numbers 216250 and SC037605). Its governing instrument is the Memorandum and Articles of Association, most recently amended by special resolution passed on 17 July 2001.

Barnardo’s Board of Trustees, by way of the Children and Young People Scrutiny Committee, governs Barnardo’s Adoption Agency.

This committee meets every four months and receives reports from the Responsible Individual.

An annual report is presented to Barnardo's Board of Trustees with an overview of the agency adoption work. The Commercial Director coordinates the work of the Agency between Corporate management and the Family Placement Business Line.

The Responsible Individual is Brenda Farrell, Head of Business, Family Placement.

The Adoption Agency Manager is Carolyn Oliver, Assistant Head of Business – Adoption.

The Adoption Decision Maker is -

* Carolyn Oliver, Assistant Head of Business, who is a qualified Social Worker with a CQSW and B.A. in Social Studies (1977). She also has a Certificate in Management (2004). She has worked in Family Placement since 1977, specialising in Adoption since 1981.

The Responsible Individual and Agency Decision Maker can be contacted via:

**Adoption England Registered Office**

Barnardo’s

Barnardo’s Youth Village

Hudson St.

North Shields

NE30 1DL

**Telephone**: 0191 2963355

This is the main registered office for Barnardo’s Adoption in England and Wales and for UK management purposes. The Ofsted registration number is SC048403.

In Scotland, the Social Care and Social Work Improvement registration number is CS2005095655.

**Branches - England and Wales**

There are six branches that place children for adoption and an additional branch offering dedicated adoption support services. An Operations Manager manages each branch.

The Adoption Branches are:

* Barnardo’s Adoption Service South East

54 Head Street, Colchester, Essex, CO1 1PB

This branch also provides adoption support by contract to Kent Local Authority and from an office base at 10 Jubilee Way, Faversham, Kent ME13 8GD.

* Barnardo’s Adoption Midlands

Brooklands, Great Cornbow, West Midlands, B63 3AB

* Barnardo’s Fostering and Adoption Yorkshire

Unit 6, Pavilion Business Park, Royds Hall Road, Leeds, LS12 6AJ

This branch also has an office base at 222 Eccles Old Road, Salford, M6 8AL.

* Barnardo’s Fostering and Adoption North East

1 Lumley Court, Drum Industrial Estate, Chester le Street, Durham, DH2 1AN

* Barnardo's Cymru Adoption and Fostering

Trident Court, East Moors Road, Cardiff, CF24 5TD

* Barnardo’s Adoption Services South West

The Fulford Centre, Gatehouse Avenue, Withywood, Bristol, BS13 9AQ

The Adoption Support Branch is:

* Making Connections

Barnardo's Making Connections, 140 Balaam St, London, E13 8RD

Registration number SC051840

The Scotland Service – registered with SCSWIS is:

* Barnardo’s Scotland Adoption Service (BSAS) (incorporating both the Adoption Placement Service and Adoption Support Service) Academy Park, Building 10,000, Gower St, Glasgow, G51 1PR

**This is the statement of purpose for the Yorkshire Branch.**

Name and address of the Managers:

Judith Sargent – Operations Manager Adoption

Barnardo’s Family Placements East, Unit 6, Pavilion Business Park,

Royds Hall Road, Leeds, LS12 6AJ

*Please note that during the Covid-19 pandemic the Leeds office has remained open for a small number of staff who has been unable to work remotely. However most staff work remotely from home.*

Jo-Ann Swanston-King – Operations Manager Adoption

Barnardo’s Family Placements West, 222 Eccles Old Road, Salford, M6 8AL

Any conditions for the time being in force in relation to the registration of the registered provider under Part II of the Care Standards Act 2000.

None

The branch is registered to provide:

* Domestic adoption services and adoption support services
* Both birth records counselling and intermediary services
* Adoption support services to children and adults

*Please note that during the Covid-19 pandemic the Salford office has remained closed and all staff are working remotely.*

**Service staff**

The relevant qualifications and experience of the branch managers are:

Judith Sargent

Judith has over 25 years’ experience of working with children and families. She is a qualified social worker and registered with Social Work England. She has worked in safeguarding and looked after children’s services along with developing and delivering parenting programmes. She has been the operations manager of the Adoption service for Yorkshire since November 2018. She holds the following qualifications:

* BA Hons in Social and Political Sciences
* DipS SW
* Masters in SW

Jo-Ann Swanston-King

Jo-Ann qualified as a social worker in 1995 and is registered with Social Work England. Jo-Ann has worked in both Local authority and in the voluntary sector. She has worked in adoption services since 2005, in various roles as a practitioner, Practice Manager, Service Manager and Adoption Agency Registered Manager. This has also included acting as Adviser to adoption panel. Jo-Ann has been the operations manager for West area of the service provision since April 2019.

Jo-Ann holds the following qualifications:

* B.A Honours degree in Applied Social Studies (1995)
* Diploma in Social Work (1995)
* Post Qualifying Award in Social Work (2010)
* Certificate In Professional Studies – Management and leadership (2013)

**Job roles and qualifications**

**Management team**

The service management team comprises of the Operations managers and two practice managers. The Operations managers are thebranch managers of the adoption service and are responsible for the overall operation of the service. They are responsible for budgetary control and the development and implementation of the strategic aims and objectives of the organisation. They also act as professional advisers to the adoption panel.

The practice managers are-

Paula Winterbottom is a qualified Social Worker registered with Social Work England and is responsible for the supervision, development and management of the social workers within the team. She has significant experience in adoption and wider children’s services and a proven track record of delivering successful outcomes for children and adopters. The practice manager takes responsibility for developing training and support services for adopters and coordinates training alongside responsibilities for recruitment and assessment. She oversees the team covering the east of the service

Lisa Massey is a qualified Social Worker registered with Social Work England and is responsible for the supervision, development and management of the social workers within the team.

Lisa has over 20 years’ experience working with children and families in a variety of roles including Nursery nursing, Early Years Manager, family worker and trainee social worker. She has worked as qualified social worker since obtaining her degree in 2012. Lisa has worked as a local authority safeguarding social worker before commencing her career within the voluntary adoption sector. Lisa has worked in adoption services for over 3 years, as a practitioner and more latterly, as a team/practice manager. The practice manager takes responsibility for developing training and support services for adopters and coordinates training alongside responsibilities for recruitment and assessment. She oversees the team covering the west of the service.

There are 5 qualified Social Workers within the team covering the east of the service who are all registered with Social Work England. They undertake the preparation, assessment and support of adopters. All social workers undertaking assessments of prospective adopters will either have a minimum of 3 post-qualifying years of social work practice, which includes adoption work or they will be closely supervised by the practice manager who has significant experience of adoption. There are 5 qualified Social Workers within the team covering the west who are all registered with Social Work England. They undertake the preparation, assessment and support of adopters. All social workers undertaking assessments of prospective adopters will either have a minimum of 3 post-qualifying years of social work practice, which includes adoption work or they will be closely supervised by the practice manager who has significant experience of adoption.

The social workers in the team bring a variety of specific skills, experiences and qualifications. Between them they share qualifications in specialist areas of practice, e.g. Dyadic Developmental Practice, Practice Education and Theraplay.

The service also engages a small pool of independent consultants who are available to carry out assessments and provide training and therapeutic services for adopters.

**Family finder**

The family finder focuses on linking and matching children with our approved adopters and those in the latter stages of assessment. This includes working with newly approved adopters to draw up a family finding profile, liaising with other family finders throughout Barnardo’s adoption service nationally, developing relationships with Local Authorities to share information about and promote Barnardo’s families and representing the service and supporting prospective adopters at regional and national family finding events.

**Family Support Worker**

The Family Support worker focuses on offering additional support to families once children are placed, on running fun family events at regular intervals in the year and on ensuring the participation of children, young people and adopters in shaping the service. They are also involved in raising the profile of the service through promotion and recruitment events.

**Recruitment Officers**

The service has 2 recruitment officers who are responsible for supporting the recruitment of prospective adopters. They have initial contact with those enquiring about adoption and provide a welcoming and informative response.

**Administration**

The service is supported by an experienced and efficient administrative team who ensure that systems run smoothly and that all who make contact with the agency have a positive experience. The Senior Administrators manage and supervise the Administration team.

**Services provided**

The agency provides:

* The recruitment, preparation and assessment of prospective adopters
* Early permanence placements
* Family finding for adopters in assessment and following approval
* A range of post approval workshops and training days
* A high level of emotional, practical and legal support to children and families post placement
* Therapeutic parenting courses for adoptive families
* Out of hours telephone support and advice
* Access to a fortnightly therapeutic drop-in clinic
* Adopter support groups and regular social events
* Mentoring scheme where an experienced adopter provides support to another adopter
* Assessment of need for post-adoption support, including supporting applications to the Adoption Support Fund
* Dyadic developmental therapy
* Support and counselling to adults who have an adoption connection and an intermediary service to adults for whom Barnardo’s is the relevant adoption agency via our adoption support branch ‘Making Connections.

**Recruitment, approval, review and support for adoptive parents**

*This section provides information on the procedures for recruiting, preparing, assessing, approving and supporting prospective adoptive parents.*

## Initial enquiry

On receiving an enquiry from a prospective adopter, we will respond and take enquirers initial details to ensure that they live within our geographical recruitment area. We will answer questions enquirers have about the adoption process and send them an information pack which will include further details about adoption and the processes.

## Information meeting

If a prospective adopter wishes to proceed, they will be invited to an information evening which are held monthly at both our Leeds and Salford offices. **Here the prospective adopter will be given more information about adoption and particularly the adoption process with Barnardo’s and how we can support them.**

**During the Covid-19 pandemic the need to follow social distancing rules have been followed and Information events held virtually.**

**Initial home visit**

The next stage, should the prospective adopter wish to continue and we wish to consider their enquiry further, will be for one of our recruitment officers or a social worker to arrange an initial visit/interview. This maybe at the enquirer’s home or within one of our offices. This is an opportunity for them to find out more about the adoption process and also allows us to find out more about them. After this, the prospective adopter will have time to consider whether adoption is right for them at this time.

If the enquirer wishes to move to the next stage they will be required to formally complete the Registration of Interestform.

During the Covid-19 pandemic the need to follow social distancing rules have been followed and Initial Home Visits held virtually through a video platform such as Google Meets.

## Registration of Interest form and preliminary checks

The Registration of Interest form will request consent from an enquirer for us to make the following checks:

* DBS checks to obtain information about criminal behaviour and convictions. Not all offences will create difficulties with regard to an application but it is essential that any concerns are discussed when we take up the Registration of Interest.
* References from other agencies such as Local Authority (LA) Children Services, mortgage providers or landlord and employer.
* We will request details of six personal references.
* We will also request consent for a full medical check.

When a Registration of Interest form has been completed, we will respond within five working days and, if accepted, we will request that the enquirer be in a position to commence Stage One preparation.

**Stage One – The Pre-Assessment process**

It is expected that Stage One will normally be completed in two months. During this stage, the prospective adopter will be exploring the extent of their interest in and capacity for adoption, prior to a firmer decision on whether to proceed to Stage Two. For this reason, Stage One will focus on initial training and preparation, and on ascertaining, through prescribed checks and references, whether there is any absolute reason why the enquirer should not proceed further.

Part of this stage will require the enquirer to complete tasks in their workbook such as describing their family, learning about children who may be adopted, sharing their experience with children, etc. All applicants will be expected to complete the First4Adoption e-learning during this time.

We recognise that people come to adoption from many different circumstances and life experiences. We will fully guide an enquirer so that they can discover the strengths and vulnerabilities they may bring to the task of adoptive parenting. We will together draw up a Stage One agreement which will clearly set out what needs to be done in a way that feels right for the enquirer.

## Preparation training

During this stage we will invite the prospective adopter to start a **preparation course**. This involves a series of sessions with other prospective adopters and specialist staff. This will give the enquirer information and opportunities to thoroughly **explore their expectations of adopting**. During the Covid-19 pandemic social distancing rules have been followed and preparation training held virtually through a suitable video platform

They will meet other people at the same stage of the process, as well as people who have already adopted and will be given the chance to think more about the children in need of adoption. This is a compulsory part of the adoption process.

During Stage One, we will complete the formal checks and also ask the enquirer to visit their GP for a medical check. We will keep in touch with the enquirer throughout Stage One and towards its completion will review progress with them and highlight any concerns or need for further enquiries.

Stage One ends with the agency decision as to whether the prospective adopter is suitable to proceed to Stage Two. If so, and they also wish to continue, the enquirer will be asked to confirm their acceptance within six months and will need to be fully available to engage in Stage Two at that point.

**Application to Stage Two**

When we receive an enquirer’s acceptance of the invitation to Stage Two, a social worker will meet them and together they will complete a Stage Two plan (Agreement). This will indicate a timeline for undertaking the prospective adopter’s individual assessment and this stage would normally be completed within four months.

## Adoption assessment process

During the assessment process the prospective adopter’s worker will spend more time with them, getting to know them better and exploring their life story and family history. If the enquirer has children at home, their social worker will also need to get to know them as part of the family unit.

Towards the end of this stage the worker will complete a Prospective Adopter’s Report (PAR) to be presented to the Adoption Panel.

The prospective adopter will have an opportunity to see and comment on this report before it is presented to the panel. The **Adoption Panel** is made up of experienced individuals from a range of professions working with children and may also include someone who has previously adopted and someone who has been adopted. The panel will consider the information provided and the prospective adopter will be invited to meet them in person after which they will make a recommendation as to whether the enquirer is suitable to adopt. The final decision is then made by the Barnardo’s Adoption Decision Maker.

During the Covid-19 pandemic the need to follow social distancing rules have been observed and assessment sessions mainly carried out virtually through a video platform. Where a face to face visit is required then a full risk assessment and discussion will take place to manage and reduce risk.

## Family finding/matching

Once the prospective adopter has been approved by the agency as ‘suitable to adopt’ we will assist them in family finding. We will meet with the approved adopter and complete a Matching Plan Agreement which outlines the process in identifying a child/ren for whom the approved adopter may be suitable. We will also assist them to draw up a short profile of themselves which will be shared with family finders for children in Local Authorities. We ask that all approved adopters prepare a book or DVD about themselves to share with the child who may eventually join their family. The approved adopter will also be referred to the Adoption Register/ Linkmaker which act to link approved adopters with children who have an adoption plan.

Children needing adoption are referred in a number of ways and an approved adopters social worker and family finder will support them in looking at profiles of children and expressing an interest in children whose needs they feel they can meet. If the child’s social worker feels that the approved adopter may be the right individual/family then meetings will take place to discuss the child in more detail allowing the adopter to get as much information as possible.

When the approved adopter and the workers agree that all seems right, a formal ‘matching' recommendation will go to the Local Authority’s Adoption Panel. Prospective adopters are usually required to attend this panel. This will also involve recommendations about any additional support the adopter may need.

If the ‘match' is agreed then a meeting will take place with the adopter to plan the introductions and placement. At Barnardo’s we will work closely with adopters throughout these processes and also support them in settling the children into their family.

Once a child is placed, the child’s social worker and the adopter’s social worker will continue to visit the family regularly to make sure all is well. The adopter will be supported throughout the placement and through to the granting of an adoption order, where regular review meetings will take place until the child is legally adopted. The adopter will also have the opportunity to attend further training, adopter support groups and social events and be part of our mentoring scheme. Once everybody is confident that the placement is going well, the adopter will be able to apply for an Adoption order. The timing of the application will be discussed at the review meetings.

During the Covid-19 pandemic the need to follow social distancing rules have been observed and the approval panel will take place virtually. Any subsequent linking and matching meetings arranged by placing local authorities are also likely to take place virtually. Where it is deemed necessary to carry out face to face visits then a full risk assessment and discussion will take place to manage and reduce risk.

**Post-adoption support**

Adoption is a lifelong journey and Barnardo’s will support adopters every step of the way including in the years that follow. Post-adoption support is assistance or support required for the purpose of ensuring the continuance of the relationship between an adoptive child and their adoptive parents. When a child is placed with an adopter, there will be an adoption support plan drawn up which will reference both of their support needs. Many families need additional support and there are a number of services available to help as the adopter and child build their relationship. Barnardo’s offers a range of support and the right option for an adopter will depend on their individual situation. When the adopter gets in touch with us, we will work with them to identify their adoption support needs.

**Monitoring and evaluation**

* All Social Workers are registered with the HCPC and all staff are subject to DBS checks and references.
* All staff receive regular formal supervision and an annual Performance and Development Review (PDR) which is formally reviewed at least once in the course of the year.
* All adoption panel members will be formally appraised on an annual basis.
* The agency will produce an annual report about the activity and performance of panel including statistics, membership and issues of interest or concern.
* Panel will receive a half yearly update from the agency on the progress of approved adopters in family finding and placements made.
* Panel will provide feedback on the quality of reports to the agency every six months.
* All prospective adopters and social workers will be asked to provide written feedback following attendance at panel.
* Panel considers reports of disrupted placements and cases referred to the IRM to advise on lessons to be learned.
* All approved prospective adopters who do not have placements will have an annual review.
* The service request all approved adopters to complete the annual feedback survey.
* The service collects children and young people’s feedback at events.
* Quarterly Performance reviews of the service are carried out by the operations manager.
* A national report on the adoption service is presented three times a year to the board of trustees.
* The adoption service is inspected by Ofsted.

**Feedback and Compliments**

We are always looking at ways to improve our service and therefore we always welcome your feedback, comments and compliments about any aspect of the service you have received. These will be used to ensure continuous service improvements.

**Representation Complaint**

Children placed with Barnardo’s have access to a complaints procedure and children will be encouraged and supported to raise any concerns and make a complaint when they wish to do so. An advocate, either their Social Worker, adoptive parent or a children’s rights worker, or a friend will help and support them in being heard. Children’s personal wishes are taken into account, where appropriate, as are their age, ability and understanding.

All prospective adopters have access to Barnardo’s complaints procedure and will be given information on how to contact /complain to the relevant inspectorate body.

In England and Wales, once a prospective adopter’s application has been considered by a Panel which does not recommend approval, applicants have access to the Independent Review Mechanism through the Panel Representation Procedures (copies of which are available in branches).

In addition to prospective adopters’ rights to have access to the IRM if appropriate, adopters can also access the Barnardo’s complaints procedures.

**Complaints and Representation Policy - summary**

## *Who is the Complaints Policy for?*

* Prospective or approved adopters who have reached at least Stage 2 of the assessment process.
* Children and young people who are unhappy with the way they have been treated by Barnardo’s.
* Other adult service users.

## *Who are complaints made to?*

* To a worker or manager in the service – verbally or in writing.
* To a senior manager in the region – verbally or in writing.
* To the complaints officer at the national headquarters – in writing.

## What happens next?

*Stage 1 – local resolution of the complaint:*

* The complainant is contacted to clarify the complaint.
* The complaint is investigated by an appropriate person within the service or another worker from the service.
* The investigator and complainant meet to discuss the conclusion and any action that may be advised to put things right.
* The investigation will normally be completed within:
  + - 10 working days from receipt of the complaint by the responsible manager.
* If the complainant is unhappy with the outcome they have the right to have their complaint re-examined under Stage 2 of the Procedure. The complainant has 20 days after being informed of the outcome of Stage 1 to request a Stage 2 investigation.

*Stage 2 - resolution, using someone independent of the service to investigate the complaint:*

* An independent person is appointed by a senior manager within the region to work with an investigating officer from Barnardo's (not the investigator from Stage 1).
* They re-examine the complaint after speaking to the complainant.
* They produce reports for the Head of Business for Barnardo’s Family Placement services who after considering them will contact the complainant to inform them of his/her decision concerning the outcome and any action if needed.
* A stage 2 investigation is completed within 25 working days
* If a complainant remains unhappy with the outcome a request to progress to a Stage 3 can be made and this must be made within 20 working days of receipt of the outcome of the Stage 2 investigation.
* A stage 3 is a review of the complaints process and can make recommendations for resolutions.
* A Stage 3 review is undertaken at director level independent of the Barnardo’s Adoption Agency and will normally be completed within:
* 45 working days of the request being made and agreed.

**Other routes of complaint**

Complainants may directly approach the relevant regulatory body; Ofsted at any stage. Ofsted has the power to investigate the complaint itself or require Barnardo’s or the relevant local authority to do so.

**Registration Authority Details**

**Ofsted**  
Piccadilly Gate  
Store Street  
Manchester  
M1 2WD

Ofsted Information Helpline: 0300 123 1231

Email: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)

Website: [www.gov.uk/government/organisations/ofsted](http://www.gov.uk/government/organisations/ofsted)

**Other relevant contact details**

**Barnardo’s Head Office**

Tanners Lane

Ilford

Essex

IG6 1QG

Telephone: 020 8550 8822

Mobile: 07917 187718 *(for text or voice mail about complaints)*

Email: [cs.complaints@barnardos.org.uk](mailto:cs.complaints@barnardos.org.uk)

**The Ombudsman**

Complainants have the right to contact the Inspecting body for adoption work Ofsted or the Local Government Ombudsman if they remain dissatisfied. The Ombudsman can be contacted at:

Local Government Ombudsman

PO Box 4771

COVENTRY

CV4 0EH

Email: [advice@lgo.org.uk](mailto:advice@lgo.org.uk)

Telephone: 0300 0610614 *(Monday to Friday 8.30am to 5.00pm)*

**The Children’s Rights Director**

A further source of help for a child or young person may be found through the Children’s Rights Director;

Ofsted

Alexandra House

33 Kingsway

LONDON

WC2 6SE

Telephone: 08456 404040

Website: [www.Rights4me.org.uk](http://www.Rights4me.org.uk)

Contract Manager

Independent Review Mechanism (IRM)

Unit 4, Pavilion Business Park,

Royds Hall Road, Wortley,

Leeds, LS12 6AJ

0845 450 3956

irm@irm.org.uk

[www.independentreviewmechanism.org.uk](http://www.independentreviewmechanism.org.uk)

