

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

NEWCASTLE WELFARE RIGHTS [NWRS]: OFFICE MANUAL.

Green File

Section	Subject	Page
1	Introduction	
1.1	Service Strategy and Plan.	6
1.2	Objectives.	6
1.3	General Statement.	6
2	Newcastle Welfare Rights Strategic Plan / Office Manual.	7
	Written Strategic plan.	
2.1	<ul style="list-style-type: none"> • Community profile and needs. • Client Groups. • Core principles and values. 	
	Annual Planning	7
2.1.2	Annual Reports	
2.1.3	Date of Annual Review	7
2.1.4		
2.2	Equal Opportunities Statement	8
2.2.1	Equal Opportunities in Employment.	
2.2.2	The Council’s Policy.	9
2.2.3	Measures to Ensure Equal Opportunities.	
3	Newcastle Welfare Rights Service.	
3.1	Management.	10
3.1.1	Objective.	
3.1.2	Responsibility.	
3.1.3	Management Meetings.	
3.1.4	Internal Communications.	11
3.1.5	Responsibility for CLS	
3.2	Administrative Duties	12
3.3	Timekeeping.	
3.3.1	Office hours.	
3.3.2	Holidays.	
3.3.3	Absence through Sickness.	
3.3.4	Absence for Official Reasons.	
3.3.5	Absence on Compassionate Grounds.	13
3.3.6	Financial management and Cost Control.	
3.3.7	Professional Indemnity Insurance.	
3.3.8	Planned Development.	

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

3.4	Next 12 months.	Next 24	13
3.4.1	months.		
3.4.2	Regional strategies.		
3.5	NWRS Personnel		14
3.5.1	Objective		
3.5.2	Staff policy		
3.5.3	Recruitment		
3.5.4	Induction		
3.5.5	Training		
3.5.6	Staff Appraisal		
3.5.7	Inadequate performance		
3.5.8	Professional Association and Support, Training and Information.		
4	Projects Delivering the Service		15
4.1	HIV/AIDS Rights Project.		16
	Ethnic Minorities Project		17
	Money Matters Unit.		18
	Newbiggin Hall WRS.		19
	T.I.P. Unit		20
	HAZ; Benefits Maximisation and Health Project.		21
	Walker WRS.		22
5	Family Tree		23
6	Protocol for Referrals and Active Signposting		24
6.1	• Objective		
6.2	• Responsibility		
6.3	Methods		24
	• Signposting and active signposting		
	• Internal referrals		
	• External referrals		25
	• Approved referral agencies register		
	• Referrals log		
	• Referral Sheet In		26
	• Referral Sheet On		27
			28

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

	<ul style="list-style-type: none"> • Referral letter 1 • Referral evaluation form. • Referral second organisation. 	<p>29</p> <p>30</p>
6.4	Support Workers Guidelines	31
	Maintaining the Waiting and Reception area	
	Reception and referral	32
	Monitoring	
	Minimum Data Set	
	Internal and External referrals	
	Areas covered by service	33
	Central Log	34
	NWRS Reception, Enquiry and Referral Log	35

Section	Subject	Page
7	Independence Statement	36
7.1	Objective	
7.2	Policy	
7.3	Aims	
7.4	Independent and Objective Advice and assistance	
8	Internal Quality Control	37
8.1	Confidentiality	
8.1.1	Case recording and monitoring	
8.1.2	Authorisations	
8.1.3	Breaches of confidentiality	37
8.1.4	Legislative framework	38
8.1.5	Ensuring the effectiveness of the policy	
8.1.6	Directorate Policy Appx 9	
8.2	Internal Quality Control – File Review	
8.2.1	Number of cases to be reviewed and frequency	
8.2.2	Management Review and feedback	38
8.2.3	File Review Sheet	39

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

8.3	Internal Quality Control – File Management	40
8.3.1	Objective	
8.3.2	Responsibility	
8.3.3	Methods	
8.3.4	Individual Cases – Allocations, Client Care and Start of the Case	
8.3.5	To Offer Initial Advice and Assistance.	41
8.3.6	Conflict of Interest	
8.3.7	Recording	42
8.3.8	Confirmation in Writing	
8.3.9	Caseworker Discretion	
8.3.10	Authorisation and Confidentiality Waiver	
8.3.11	Gifts & Hospitality	
8.3.12	Example Form	43
8.4	Internal Quality Control – Central Diary	44
8.4.1	Objective	
8.4.2	Definitions	
8.4.3	Pre Warning Date	
8.4.4	Monitoring	
8.4.5	User Confirmation	

Section	Subject	Pages
8.5	Internal Quality Control – File Opening, Conduct and Closure	45
8.5.1	Case Recording – Objective	
8.5.2	Case Files will record ...	
8.5.3	File Structure	
8.5.4	Identification	
8.5.5	Case Progress	
8.5.6	Costs and approved suppliers	45-
8.5.7	Case Conclusion	46
8.5.8	Client Satisfaction	46
8.5.9	Open File Standard Letter	
8.5.10	Standard Close Letter	47
8.5.11	Evaluation Questionnaire	48
		49 -
		53
9	Complaints	54

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

9.1	Objective	
9.2	Customer Client Care	
9.3	Complaints Policy	
9.4	Complaints Resolution	
9.5	Complaints Recording	
9.6	Complaints Closure	
10	Supervision	55
10.1	Objective	
10.2	Responsibility	
10.3	Supervisory Role	
10.4	Supervisory Methods	
10.5	Incoming Post	
10.6	Outgoing Post	
10.7	Informal Staff Meetings	56
10.8	WRO Team and Practice Meetings	
10.9	WRO Supervision Meetings	
10.10	Supervision Agenda	
10.11	Supervision of Supervisors and SWRO’s	
10.12	Supervision Record Form	57
10.13	Appraisals	59
10.13.1	SSD Performance Appraisals	
10.13.2	Policy Statement	
10.13.3	Appraisal Process	
10.13.4	Guiding Principles	60
10.13.7	Performance Appraisal	61-69
11	Legal Reference Material	70
11.1	Objective	
11.2	Methods	
11.3	Reference Materials	
11.4	Journals	
12	NWRS: Office Administration and Case Progress Procedural Record	72
12.1	Welfare Benefits Working Document [Part 1]	
Page2	NWRS WD Pt 2	
Page3	NWRS WD Pt 3	74
12.2	Money Matters WD 1	
	MM Checklist	77
	MM 3	
	MM 4	
	NWRS Meeting History 5	83

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

BLACK FILE: Located in SWRO [Norman Laws] Office, Newbiggin Hall.

APPENDICE S		
1	Corporate Equal Opportunities	
2	Newcastle City Charter	
3	Social Services Complaints Policy	
4	Annual training Plans: Corporate. Training Policy and Implementation. Training Programme & Skills Matrix <ul style="list-style-type: none"> • SWRO • WRO 	
	Time / Toil/ Flexi/ Holidays and Training Records	
5	Social Services Directorate: Supervision Policy	
6	Subsistence Rates	
7	Flexible Working Hours – Schemes of Operation	
8	Corporate Recruitment Policy	
9	Financial Regulations	
10	Social Services Directorate: Confidentiality	
11	Support Workers Guidance	
12	Policy on use of Interpreters.	

BLUE FILE: Located in SWRO [Norman Laws] Office in Newbiggin Hall.

Access to Service	Written Plan	
1	Community Profile and needs	
	Client Groups	
	• DETR 1998 Index	
	• Key Facts	
	• Residents Study	
	• Unemployment	
	• Population and households	
	• Ward Map	
	• North East Legal Services Committee: Regional Report and Review 1999 - 2001	
	• Debt Model	
	• Welfare Benefits	

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

	• Mortgage Possession Stats	
--	-----------------------------	--

YELLOW FILE: Located in SWRO [Norman Laws] Office in Newbiggin Hall.

Template for Annual Reports		
	Agenda 2001	
	Reports	

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

12.2 Money Matters Working Document [Part 1]

Case Worker			
Date Referral Sheet Started		Case Reference No	

Surname		Date of Birth	
First Name			
Partner’s Surname		Date of Birth	
First Name			

National Insurance Number					
National insurance Number					

Address			
Post Code			

Contact Numbers			
Messages	Machine	Other person	

Dependants				
D.O.B				

Marital Status	Single		Married		Cohabiting	
	Separated		Divorced		Widowed	

Indian		Pakistani		Bangladeshi		Chinese	
Black African		Black Caribbean		Black Other		Asian Other	
Irish		Other		Not Disclosed		White	

	CREDITOR	O/B	Reference No	CCJ	Offer	COMMENT
1						
2						
3						
4						

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						

Housing	Owner Occupier		Council		Private Rent	
	Housing Assoc		other			

Page 2: Money Matters Checklist [Part 2]

Ref.	Action	Date	Notes
1. Access	Equal Opps.		
	Leaflet		
	Complaints		
	Authorisation		
	• Confidentiality		
	• Independence / Free		
	• Conflict Check carried out		
	Any		
2. Referral	From		
	To		
	Reason		
	Procedure Followed		
3. Income	Maximisation		
4. Expenditure	Listed		
5. Financial Statement	Calculated		
	Client/s confirm Okay		
6 Priority	Council Tax etc		

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

7. Creditors	<ul style="list-style-type: none"> • Listed • liability checked 		
9. Strategies	Options & Overview		
	Creditor methods – consequences		
	Targets agreed / emergencies		
	Key dates noted, Central record		
10. Legal Process	<ul style="list-style-type: none"> • Courts system • Admin Orders / Bankruptcy 		
11. Housing	Mortgage Ref and details		
	<ul style="list-style-type: none"> • Market value of property • Arrears/ possession/eviction 		
	Rent		
	<ul style="list-style-type: none"> • Arrears/possess/eviction 		
12. Insurance	Endowment / life/ build & con		
13. Fuel	Arrears/Disconnection etc		
14. Confirmation	Client letter		
15. Negotiation	Holding Letter		
	Offer		
	Accepted. Noted. To Client		
16. Total Creds.			
17. Total Debt			
18. PAYLINK	Ref. Entered		
19. PG DEBT	Ref. Entered		
20. SLA	ASW		
21. Closed			
22. Client Confirm			
23. Evaluation			
24. Docs returned			
25. Case Filed	Dead Files		

Norman laws – CDN. 'QUALITY IN MONEY ADVICE'

Priority Debt	Reference	NOTE
COUNCIL TAX		
FINES		
CSA [MAINTENANCE]		
VAT		
BAILIFF		
UTILITIES		
SECURED		
OTHER DEBTS		
FUEL SUPPLY	Reference	ACTION
WATER CHARGES		
GAS		
ELECTRIC		
TELEPHONE		
OTHER		
PENSIONS		
HIRE PURCHASE		

BAILIFFS	REF:
NAME	WHAT ENFORCEMENT?
ADDRESS	
TEL	
FAX	

ASSETS	

TRAVEL	PETROL
CAR	COSTS
TYPE	MOT
VALUE	INSURANCE
WORK	SHOPPING
SCHOOL	OTHER

Basic Expenditure	Amount
Food	
Cleaning - Toiletries	
Clothing - Footwear	
Childcare	
Nappies	
Cleaning	
Pet Needs	

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

Entertainment Costs		
School Meals		
TV Costs		
Health		

Total Income	Total expenditure
---------------------	--------------------------

Page 4 MONEY MATTERS [Part 4]

Case Worker		REF		DATE	
CLIENT					

1 NAME	ADDRESS	Reference	Balance	Note
Confirmed	TEL:	CONTACT LETTER	YES	NO
YES / NO	FAX:	OFFER MADE	YES	NO
PAYLINK	REF	ACCEPTED	YES	NO

2 NAME	ADDRESS	Reference	Balance	Note
Confirmed	TEL:	CONTACT LETTER	YES	NO
YES / NO	FAX:	OFFER MADE	YES	NO
PAYLINK	REF	ACCEPTED	YES	NO

3 NAME	ADDRESS	Reference	Balance	Note
Confirmed	TEL:	CONTACT LETTER	YES	NO
YES / NO	FAX:	OFFER MADE	YES	NO
PAYLINK	REF	ACCEPTED	YES	NO

4 NAME	ADDRESS	Reference	Balance	Note
Confirmed	TEL:	CONTACT LETTER	YES	NO

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

YES / NO	FAX:	OFFER MADE	YES	NO
PAYLINK	REF	ACCEPTED	YES	NO

5 NAME	ADDRESS	Reference	Balance	Note
Confirmed	TEL:	CONTACT LETTER	YES	NO
YES / NO	FAX:	OFFER MADE	YES	NO
PAYLINK	REF	ACCEPTED	YES	NO

6 NAME	ADDRESS	Reference	Balance	Note
Confirmed	TEL:	CONTACT LETTER	YES	NO
YES / NO	FAX:	OFFER MADE	YES	NO
PAYLINK	REF	ACCEPTED	YES	NO

7 NAME	ADDRESS	Reference	Balance	Note
Confirmed	TEL:	CONTACT LETTER	YES	NO
YES / NO	FAX:	OFFER MADE	YES	NO
PAYLINK	REF	ACCEPTED	YES	NO

8 NAME	ADDRESS	Reference	Balance	Note
Confirmed	TEL:	CONTACT LETTER	YES	NO
YES / NO	FAX:	OFFER MADE	YES	NO
PAYLINK	REF	ACCEPTED	YES	NO

9 NAME	ADDRESS	Reference	Balance	Note
Confirmed	TEL:	CONTACT	YES	NO

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

		LETTER		
YES / NO	FAX:	OFFER MADE	YES	NO
PAYLINK	REF	ACCEPTED	YES	NO

10 NAME	ADDRESS	Reference	Balance	Note
Confirmed	TEL:	CONTACT LETTER	YES	NO
YES / NO	FAX:	OFFER MADE	YES	NO
PAYLINK	REF	ACCEPTED	YES	NO

11 NAME	ADDRESS	Reference	Balance	Note
Confirmed	TEL:	CONTACT LETTER	YES	NO
YES / NO	FAX:	OFFER MADE	YES	NO
PAYLINK	REF	ACCEPTED	YES	NO

12 NAME	ADDRESS	Reference	Balance	Note
Confirmed	TEL:	CONTACT LETTER	YES	NO
YES / NO	FAX:	OFFER MADE	YES	NO
PAYLINK	REF	ACCEPTED	YES	NO

DATE		ACTION

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

DATE		ACTION
DATE		ACTION
DATE		ACTION
DATE		ACTION
DATE		ACTION

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

Form of Authority

I/We

Of

- **Have approached the Newcastle Welfare Rights Service, at Newbiggin Hall, at the above address, for Advice and assistance with Welfare Benefits & Rights/or financial problems.**
- **I/We hereby authorise Newcastle Welfare Rights Service to act on my/our behalf.**
- **I/We consent to the disclosure of any information, confidential or otherwise, regarding my/our affairs, which they may require of you.**
- **This request is made within the provisions contained within:**
 - **Section 34(6) of the Data Protection Act 1984**
 - **Section 3 (1)(b) of the Access to Health Records Act 1990**
 - **Section 33 (1) (a) (ii) of the Social Security and Child Support (Decisions and Appeals) Regulations 1999**

I/We do/ do not consent to waive my/our rights of confidentiality for the purpose of the Legal Services Commission’s Representative to audit my/our file

Signed

Dated

Dear { Name}

DATE

REF

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

Following our initial discussion on [date] I will be the person who will continue to deal with your case. Please note that Newcastle Welfare Rights Service does not make any charge for providing advice and assistance.

You approached us for assistance with [enquiry].
NWRS will assist you in this [matter, agreed course of action / advise you / provided you with].

I/ We have identified that there [is/ are a number] of important dates that must be [noted/kept to] to ensure that deadlines are met and we would like to remind you of _____ / _____.

We agreed that NWRS will contact you when [we have information/ reply]
We agreed that you would contact us when [incident/time elapsed]

Please note that we will not normally receive information about your case unless you keep us informed. It is vital, therefore, that you keep us up to date with any information you receive.

Contact us and let us know if:

- Your claim has been successful or not
- If you get a letter from the Benefits Agency / CSA/ Creditor/ etc
- If your circumstances change
- If you have any further information.

We will now [wait to hear from you/ receive requested information and then contact you]

If you are not happy with any aspect of the service you receive, then please do not hesitate to contact me. If you would like more details on our complaints procedure you can get the leaflets from our waiting room, from ourselves at the above number or from the Civic Centre.

Yours Sincerely
WRO

DATE

REF

Dear

As you are aware the matter that we were assisting you with [DETAIL] has:

- Been concluded and the action taken / outcome is [DETAIL]
- After review I note that it is [Detail]

It therefore appears that there are no outstanding issues for us to address. In these circumstances we proposed to close your case so that we can offer help and

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

assistance to someone else.

Please find the enclosed documents. [List]

Please keep them safe as we are not keeping copies.

The rest of your file will be kept in confidential storage in this office for six years.

Newcastle Welfare Rights Service would welcome your comments about our service and we will use any comments you make to inform how we plan our services in the future.

Please do not hesitate to contact us again in the future if we can be of assistance.

Yours sincerely

WRO.

8.5.11 Evaluation Questionnaire.

NEWCASTLE WELFARE RIGHTS SERVICE :
CUSTOMER SATISFACTION EVALUATION QUESTIONNAIRE
Name _____
Address _____ _____
Post Code _____
Telephone _____

1. QUALITY OF SERVICE

1A. Were you satisfied that you received a quick reply to your enquiry?

PLEASE TICK ONE BOX:

<input type="checkbox"/>	VERY SATISFIED	<input type="checkbox"/>	FAIRLY DISSATISFIED
--------------------------	----------------	--------------------------	------------------------

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

<input type="checkbox"/>	FAIRLY SATISFIED	<input type="checkbox"/>	VERY DISSATISFIED
<input type="checkbox"/>	UNDECIDED	<input type="checkbox"/>	DON'T KNOW

If dissatisfied, please tell us briefly why this is?

1A.1

1B. Was it easy to find our offices?

PLEASE TICK ONE BOX:

<input type="checkbox"/>	VERY EASY	<input type="checkbox"/>	FAIRLY DIFFICULT
<input type="checkbox"/>	FAIRLY EASY	<input type="checkbox"/>	VERY DIFFICULT
<input type="checkbox"/>	UNDECIDED	<input type="checkbox"/>	DON'T KNOW

If dissatisfied, how might we improve?

1B.1

1C. Were you satisfied that the attendance was prompt and professionally conducted?

PLEASE TICK ONE BOX:

<input type="checkbox"/>	VERY SATISFIED	<input type="checkbox"/>	FAIRLY DISSATISFIED
<input type="checkbox"/>	FAIRLY SATISFIED	<input type="checkbox"/>	VERY DISSATISFIED
<input type="checkbox"/>	UNDECIDED	<input type="checkbox"/>	DON'T KNOW

1D. Were you satisfied that the offices and buildings were accessible?

PLEASE TICK ONE BOX:

<input type="checkbox"/>	VERY SATISFIED	<input type="checkbox"/>	FAIRLY DISSATISFIED
<input type="checkbox"/>	FAIRLY SATISFIED	<input type="checkbox"/>	VERY DISSATISFIED
<input type="checkbox"/>	UNDECIDED	<input type="checkbox"/>	DON'T KNOW

2. QUALITY OF ADVICE

2A. Were you satisfied that you were advised of the Service’s abilities to help you with your initial enquiry?

PLEASE TICK ONE BOX:

<input type="checkbox"/>	VERY SATISFIED	<input type="checkbox"/>	FAIRLY DISSATISFIED
--------------------------	-----------------------	--------------------------	----------------------------

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

<input type="checkbox"/>	FAIRLY SATISFIED	<input type="checkbox"/>	VERY DISSATISFIED
<input type="checkbox"/>	UNDECIDED	<input type="checkbox"/>	DON'T KNOW

2B. Were you satisfied that the caseworker understood your problem?

PLEASE TICK ONE BOX:

<input type="checkbox"/>	VERY SATISFIED	<input type="checkbox"/>	FAIRLY DISSATISFIED
<input type="checkbox"/>	FAIRLY SATISFIED	<input type="checkbox"/>	VERY DISSATISFIED
<input type="checkbox"/>	UNDECIDED	<input type="checkbox"/>	DON'T KNOW

2C. Was the information you were given clear and easy to understand?

PLEASE TICK ONE BOX:

<input type="checkbox"/>	VERY EASY	<input type="checkbox"/>	FAIRLY DIFFICULT
<input type="checkbox"/>	FAIRLY EASY	<input type="checkbox"/>	VERY DIFFICULT
<input type="checkbox"/>	UNDECIDED	<input type="checkbox"/>	DON'T KNOW

2D. How might we improve?

--

2E. How well did the caseworker kept you advised of progress on your case?

PLEASE TICK ONE BOX:

<input type="checkbox"/>	VERY WELL	<input type="checkbox"/>	FAIRLY POOR
<input type="checkbox"/>	FAIRLY WELL	<input type="checkbox"/>	VERY POOR
<input type="checkbox"/>	UNDECIDED	<input type="checkbox"/>	NOT APPLICABLE – ONE OFF ADVICE GIVEN.

2.F. How well did the caseworker explained the strategies used and consider your views?

PLEASE TICK ONE BOX:

<input type="checkbox"/>	VERY WELL	<input type="checkbox"/>	FAIRLY POOR
<input type="checkbox"/>	FAIRLY WELL	<input type="checkbox"/>	VERY POOR
<input type="checkbox"/>	UNDECIDED	<input type="checkbox"/>	

2G. Would you say that you were satisfied with the advice given?

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

PLEASE TICK ONE BOX:

<input type="checkbox"/>	VERY SATISFIED	<input type="checkbox"/>	FAIRLY DISSATISFIED
<input type="checkbox"/>	FAIRLY SATISFIED	<input type="checkbox"/>	VERY DISSATISFIED
<input type="checkbox"/>	UNDECIDED	<input type="checkbox"/>	DON'T KNOW

2H. If dissatisfied, please tell us briefly why this is?

--

3. OUTCOMES

3A. Was the result of your case better, worse or the same as you had expected?

PLEASE TICK ONE BOX:

<input type="checkbox"/>	BETTER	<input type="checkbox"/>	SAME	<input type="checkbox"/>	WORSE
--------------------------	--------	--------------------------	------	--------------------------	-------

3B. Would you use the service again?

PLEASE TICK ONE BOX:

<input type="checkbox"/>	CERTAIN TO	<input type="checkbox"/>	UNLIKELY TO
<input type="checkbox"/>	LIKELY TO	<input type="checkbox"/>	CERTAIN NOT TO
<input type="checkbox"/>	UNDECIDED	<input type="checkbox"/>	DON'T KNOW

3C. Overall did you receive satisfactory assistance from the Service?

PLEASE TICK ONE BOX:

<input type="checkbox"/>	VERY SATISFACTORY	<input type="checkbox"/>	FAIRLY DISSATISFACTORY
<input type="checkbox"/>	FAIRLY SATISFACTORY	<input type="checkbox"/>	VERY DISSATISFACTORY

3D. If dissatisfied in any way, please tell us briefly why this is?

--

4. COMMENTS

41. Do you have any further comments or suggestions that may help us to improve our level of service? Please continue on another sheet if necessary.

Norman laws – CDN. ‘QUALITY IN MONEY ADVICE’

5. Service Provider

Please tick the service you used:

NEWBIGGIN HALL PAS		MONEY MATTERS UNIT	
WALKER PAS		BENEFIT MAXIMISATION PROJECT	
HIV/AIDS		Training Information Publicity	
Minority Ethnic Communities Support Services		CARING HANDS- Welfare Rights	
CENTRE 48.		CARERS	