

Key features of Includem's services

Persistence and Stickability

This is fundamental in reflecting our commitment and determination not to give up on young people, and therefore underpins our policy not to "screen" out referrals on the basis of how challenging they are.

Stickability is connected with the persistence of our approach, our pursuit until the engagement of the young person and our ability to see past the presenting behaviour of the young person.

Help and support at times of need, including evenings and weekends and wherever required

A key feature of all our service provision, either through the direct presence of staff in intensive respite and fostering services, or through access to 24/7 local service Helplines.

Includem staff provide planned and unplanned support to young people on a 24/7, 52 weeks of the year basis and will respond to service commissioner requests for support as soon as possible, normally within the same day.

Working in partnership with parents and carers

Evidence based practice where such partnership is in the best interests of the young person.

Consistency of one to one worker and young person relationships based on respect, honesty and care

We demonstrate our values in any engagement and relationship with young people regardless of contact duration. Work in all services is on a core one to one basis.

Active brokerage role, working in partnership with other agencies

Development and delivery of all our services reflects the context of overall care packages and partnership frameworks.

Rigorous approach to risk management and management support

We are very experienced in this ensuring that all risks are considered in relation to young people, to staff and to others.

Continuous measurement of effectiveness

Mechanisms for monitoring and evaluating outcomes as well as development of a robust Quality Assurance framework.

Transitional Support

To ensure that progress made is sustained. Effective practice in exit planning for all young people who we work with linked to the above.

Information on our methods and services is available on our website www.includem.org

To discuss any aspect of this publication please contact Angela Morgan, Chief Executive on 0141 763 3860.

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a publication from Includem

Message from the Chair and Chief Executive

Since Includem was established in 2000, we have experienced a period of rapid growth enabling our ethos and service approach to be tested and proved for effectiveness. We have worked in partnership with Local Authorities to provide support to over 2300 high risk, chaotic and vulnerable young people during this period.

Given our rapid growth, the priority for the past 18 months has been to review our organisational systems and processes to ensure robust and effective governance and management of Includem. This review has been directly informed by feedback from partners and funders and its priority has been further highlighted by the immediate and anticipated future impact of the Concordat and the world economic crisis.

Through our work to date we are clear that the need for our services is unlikely to reduce – although the pressures on resourcing these services will increase. In preparation, the Board of Trustees, Chief Executive and Senior Team have undertaken a thorough strategic review of Includem's role, focus and future in contributing to the safety, health and well being of Scotland's most vulnerable young people and Scotland's communities.

In response to the demands of the external environment we are committed to maintaining the key principles and focus which led to our beginnings.

We also recognise the need to continue to improve how we operate, to further develop our flexibility in delivery, to continually keep our cost base under review and to build on existing and develop new partnerships in order to achieve best outcomes for young people.

This edition of Inform is therefore focused on communicating some of the key points of Includem's strategy to our wider stakeholder group and we would be delighted to hear your feedback and any suggestions you have for us.



Alec Spencer
Professor Alec Spencer
Chair



Angela Morgan
Angela Morgan
Chief Executive

“We recognise the links between poverty, deprivation, abuse - and offending and dysfunctional behaviour and develop practice which takes account of this link”

“We believe in the potential for young people to change and develop if they get the right help for their problems”

Maintaining our focus on Scotland's most vulnerable and high risk young people

Includem was set up to specifically meet a gap in services for a target group of young people whose needs and risks are a priority area of concern for statutory bodies and for communities.

The experience and expertise we have developed over the past 8 years positions Includem to continue to work with the highest risk young people who have the most complex and challenging needs and behaviours;

- including offending, welfare and health needs, (GIRFEC levels high 3 and 4)
- Also characterised by chaotic lifestyle and/or mistrust of services. This makes them difficult to engage with. Therefore our flexible and responsive service approach is effective.
- These young people have often exhausted and/or are screened out by other services.

We recognise that our role is to complement and support the statutory legal and corporate parenting responsibilities of Local Authorities, contributing to positive outcomes for Scotland's most challenging and vulnerable young people and for communities.

We continue to work with significant numbers of young people who are referred to us primarily on grounds of offending. However, reflecting the changing patterns of young people in the children's hearing system, our flexible person centred approach has been shown to be equally effective with young people referred on welfare grounds.

The Key Objectives of our strategy are therefore:

- To provide a range of evidence based interventions to (help) meet needs and risks based on a key set of principles & values.
- To work within (and proactively influence) Policy & Partnership structures, not working in isolation.
- To develop and maintain robust organisational governance and management Policy & Practice which is consistent with our principles and values.

A range of services to meet need

- Intensive Support and Supervision (stand alone or as part of an Intensive Monitoring and Support package)
- Short term rapid response crisis intervention in the community
- Intensive respite services with accommodation
- Specialist fostering
- Individual specialised wrap around packages for young people with exceptionally high risks and needs e.g. sexually inappropriate behaviour.

Key priorities for improving service delivery:

- To adapt our ISS model to new policy and practice environments e.g. rural settings.
- To further develop flexible short term interventions which can demonstrate positive outcomes.
- Review and redevelopment of workbook toolkit to ensure it complies with and supports GIRFEC processes, reflects evidence based theory and practice, is informed by Includem's practice staff experience, provides evidence of working methods and proof of outcomes, and is credible to external partners.
- Continue to develop staff skills in key areas of family support and sustainable social networks, drawing on the expertise of partner agencies.
- Identify and create new opportunities for collaborating with (new) partners with complementary skills and approaches, for applying Includem's expertise in new settings and for improving pathways for young people through cooperation and integration.
- Continue to work across the boundaries of youth and adult justice and demonstrate the need to invest in young people beyond the age of 16.
- Improve processes and skills in brokerage for social inclusion opportunities and build on our experience of effective partnerships with arts and leisure bodies.

“We believe that the voice of the most excluded young people in Scotland should be heard”

Partnership working

We cannot achieve our mission in isolation and we recognise that we share our aspirations, values and principles with a whole range of other organisations. We do not aspire to duplicate or replace these, or enter into unnecessary competition.

We are therefore committed to building on, and developing effective strategic and operational working relationships with all statutory and non-statutory bodies for the benefit of young people.

Effective Disengagement

We have evidenced our skills in engaging young people who are difficult to engage and working effectively with them to support the outcomes listed.

With the support of the Big Lottery Fund, we are working to improve our practice and processes to ensure effective transitional support and disengagement in order to ensure sustainability of outcomes.



“We are committed to providing services which are responsive and tailored and adapt to feedback from young people”