

calls made to helpline
by parent / carer

38,464
helpline calls

THE NUMBER OF YOUNG PEOPLE
SUPPORTED BY INCLUDEM IN 2008/09

10 young people supported by
specialist fostering service

It all adds up

TO SUPPORTING SCOTLAND'S MOST VULNERABLE YOUNG PEOPLE

79%

OF YOUNG PEOPLE /
THEIR CARERS USED THE HELPLINE

5,050

Crisis calls

829

young people supported
by community intensive
support & supervision

108

young people accommodated
through intensive respite service

Working with Scotland's
most vulnerable young people:
challenging offending behaviour,
supporting change

92
YOUNG PEOPLE PARTICIPATING
IN TRANSITIONAL SUPPORT



As we move into our 10th year we have much to celebrate in terms of how the vision and passion of our founder members drove Includem's development in Scotland and the positive impact of our work on the lives of hundreds of vulnerable and at risk young people.

innovation +

We continue to be the only community based organisation in Scotland solely focused on meeting the needs and reducing the risks of, and for, the most challenging, chaotic and difficult to engage young people.

A cornerstone of our organisational approach from the beginning has been rigorous monitoring and evaluation of our methods which are rooted in best practice principles and a sound theoretical framework.

This report presents the evidence of our effectiveness in turning around young people's lives during 2008/09.

The statistical focus provides evidence of our impact and, despite the increasing challenges of the financial environment, also proves our continued commitment to, and focus on, our original mission.

So It all adds up;

- The link between young people's needs behaviours and risks
- Our proven methods on meeting these needs and reducing the risks – for young people and for their communities

- The reduction in the financial costs of residential and secure care and prison that is made through investment in effective community based provision
- The added value we bring to partnership work with local and central government and bodies across all sectors

Our final founder member, Gary Westwater, retired during the course of the year and the Board and staff are determined to keep the passion for helping young people that he inspired as the underpinning ethos of Includem.

Despite the undoubted challenges of the coming period we will continue to strengthen our practice, our staff, our organisation and our governance so that Includem remains true to our origins: challenge, change and hope for Scotland's most excluded young people.



Alec Spencer
CHAIR



Angela Morgan
CHIEF EXECUTIVE

Consolidation following a period of rapid growth has been a key theme of the year, along with the strengthening of external relationships and partnerships as well as the building of new ones.

determination +

Highlights

- New Intensive Support Services in Clackmannanshire and Argyll and Bute
- Successful application to Big Lottery Fund for a 3 year Transitional Support initiative for young people
- Opportunities for Change; Innovative initiative delivered in partnership with the Venture Trust, funded by Edinburgh Lothians and Borders Community Justice Authority. Brings a social welfare approach to 16 to 18 year olds in the adult justice system
- Relaunch of Intensive Respite Services offering accommodation for young people in houses with 1 or 2 places each, to provide 24 hour crisis aversion and response
- Consolidation of Specialist Fostering service and start of recruitment of new carers
- New relationships with arts organisations through Cashback for Communities and Scottish Screen - creating new opportunities for excluded young people

Not everything that happened during the period was positive. Includem's Intensive Support Service in the Lanarkshires, our first services location, was closed. Whilst we were able to redeploy some staff, we were sorry to lose the skills, experience and commitment of others. However, we retain a presence in the area through provision of spot purchase Intensive Support and Intensive Respite places.

Profile of Risk and Support Needs

Includem's initial risk assessments indicate that 47% of young people had a 'high' or 'very high' risk of reoffending as well as highlighting that most young people require support in many different areas of their lives.

analysis +

This information is based on our initial YLS-I assessments of young people. YLS-I is a verified measurement tool widely used across Scotland.

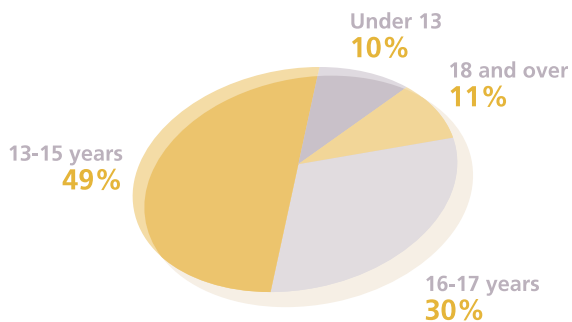
Prevalence of Risks and Needs

Personality / Behaviours	94%	Offending	73%
Inflated Self Esteem	22%		
Physically Aggressive	52%		
Tantrums	63%		
Short Attention Span	43%		
Poor Frustration Tolerance	74%		
Lack of Empathy	55%		
Verbally Aggressive	67%		
		Education / Employment	69%
		Disruptive Classroom Behaviour	53%
		Disruptive Behaviour on School Property	43%
		Low Achievement	51%
		Problems with Peers	53%
		Truancy	60%
		Unemployed / Not Seeking Employment	21%
Leisure / Recreation	91%		
Limited Organised Activities	77%		
Could Make Better Use of Time	84%		
No personal Interests	36%		
		Family Circumstances / Parenting	65%
		Difficulty In Controlling Behaviour	76%
		Inappropriate Discipline	57%
		Inconsistent Parenting	72%
		Poor Relations Mother-Child	63%
		Poor Relations Father-Child	74%
Peer Relations	81%		
Some Delinquent Acquaintances	79%		
Some Delinquent Friends	71%		
Few or No Positive Acquaintances	65%		
Few or No Positive Friends	64%		
		Substance Abuse	62%
		Occasional Drug Use	50%
		Chronic Drug Use	20%
		Chronic Alcohol Use	33%
		Substance Use Interferes with Life	45%
		Substance Use Linked to Offences	43%
Attitudes / Orientation	74%		
Antisocial / Pro-criminal Attitudes	62%		
Not Seeking Help	28%		
Actively Rejecting Help	20%		
Defies Authority	63%		
Little Concern for Others	29%		

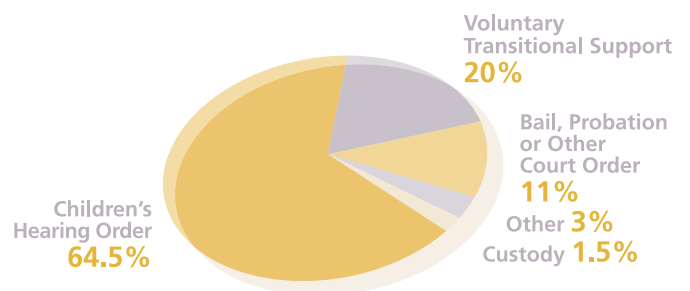
Includem's own initial assessment tool also provides the following information on young people's health;

Health Needs	61%
Low Self Esteem	37%
Mental Health Issues	19%
Depression / Anxiety	17%
Unhealthy Diet	16%
Lack of Personal Hygiene	12%
Sexual Issues	11%
Family Ill Health	10%

Age at Referral



Status at point of leaving Includem during 08/09 or on 30/04/09 if continuing service



evidence +

Local Authority	Number of Young People Supported	
	08/09	07/08
Aberdeenshire	2	4
Angus	3	3
Argyll & Bute	15	8
Clackmannanshire	9	5
Dundee	47	55
East Dunbartonshire	63	55
East Lothian	5	10
East Renfrewshire	18	29
Edinburgh	101	82
Falkirk	2	4
Fife	146	122
Glasgow	275	309
Inverclyde	1	0
Midlothian	20	18
Moray	2	0
North Lanarkshire	66	82
Perth and Kinross	16	21
Renfrewshire	7	2
Scottish Borders	1	0
South Lanarkshire	95	111
West Dunbartonshire	115	117
West Lothian	30	33
Total	1,039	1,070

Service at point of leaving Includem during 08/09 or on 30/04/09 if continuing service

	Count
Intensive Support & Supervision Services	429
Intensive Support & Supervision with Monitoring Service	173
Home Support Intervention Support	108
Intensive Respite Service	111
Transitional Support / Relapse Prevention	209
Specialist Fostering Service	9
Total	1,039

24/7 Helpline and Crisis Calls

Overall, calls to the local Includem Helplines increased by approximately 7% during 08/09 over the previous year.

Over 5,000 crisis calls were made to our Helpline and call-out service. A further 33,414 calls were to help plan contacts and activities, or provide advice and information.

accessibility +

Reason for Calls

Reason	No. of Calls 08/09	07/08
Crisis calls	5,050	4,019
Missing Person	1,628	1,095
Personal Distress	1,005	871
Family dispute	830	540
Police Matter	621	627
Accommodation Problem	451	457
Carer's Distress	232	183
Alcohol / Drugs	122	132
Financial	161	114
Worker Contact	17,793	17,287
Information	13,121	12,260
Other	2,500	2,323
Total	38,464	35,889

Time of Calls

	No.	% 08/09	% 07/08
9am – 5pm	22,683	59	60
5pm – 10pm	8,468	22	20
10pm – Midnight	4,318	11	11
Midnight – 9am	2,995	8	7
Total	38,464		

Callers

	No.	% 08/09	% 07/08
Young Person	18,029	47	54
Parent	8,450	22	18
Worker / Carer	7,736	20	16
Other	4,249	11	12
Total	38,464		

“Includem is a great source for young people when they need help. They help you understand your position in life and what to do to make things better in the future”

(STEPHANIE, 15)

Evidence of Improvement

All young people who have been working with Includem for at least 3 months are given the opportunity to carry out a Viewpoint survey to provide service-user feedback.

persistence +

Respect

When asked if their Includem workers listen to them;

- **97%** said "yes, always" or "most of the time"

Empathy

When asked if Includem workers understand how they feel;

- **85%** said either "yes, always" or "most of the time"

Communication

When asked if Includem workers talk to them in a way they understand;

- **88%** said "yes, all the time" or "most of the time"

Reliability and Stickability

When asked if they'd ever asked Includem for help and not got it;

- **91%** said "no",

When asked if Includem workers do what they say they will do;

- **94%** said "yes, always" or "most of the time"

Risk of Reoffending

- After around 6 months of Includem support, a fifth of young people were assessed as at less risk of reoffending.

Self Reported Offending

- Overall, **70%** of young people didn't reoffend during 2008/09.

Life Changes

- Young people told us that they had improved a fair bit or a lot since starting with Includem in the following areas;

Accessing Education	88%
Getting On With Their Family	84%
Self Harm	80%
Stopping Offending	75%
Gaining Employment	67%
Drugs Misuse	64%
Improving Their Health	64%
Anger Management	63%
Alcohol Misuse	62%
Social Skills	62%
Accommodation Needs	50%

An exciting development this year has been our adoption of the Public Sector Improvement Framework (PSIF) as our new Quality Assurance system. Based on self assessment and a commitment to continuous improvement, we have been working closely with Quality Scotland to adapt PSIF to Includem's needs.

improvement

Key Developments of 2008/09

- The Cabinet Secretary for Justice opened our new Head Office in Shettleston and we have utilised our training facilities for all our internal training and staff conference events
- We continued to increase our experience and capacity for working with young people with challenging and high risk sexual behaviour. Tailored training has been provided to staff and expert input to develop specialised organisational risk assessment
- We used new technology to improve our methods of getting feedback on services from young people through the use of Viewpoint
- We contributed our experience and expertise to a range of initiatives including; The Securing Our Future Initiative reviewing the use of Secure Care provision in Scotland, the High Risk and Transitions sub group of the Youth Offender Strategy, the Youth subgroup of the Offenders Learning Strategy, Champions Groups on high risk, young women and sexually challenging behaviour, the National Advisory Body for the Management of Offenders
- We strengthened our relationships with other third sector bodies through hosting and chairing the Criminal Justice Voluntary Sector Forum
- We improved our communication methods with the redesign and relaunch of the website and the introduction of a regular briefing, Inform
- We reviewed and analysed our information management needs, implemented data collection improvements and began the redesign of our database as well as upgrading our financial monitoring and management software

Most importantly, we continued to see the impact of our work on the lives of young people.

We started a major initiative to revise the Workbook - the Includem toolkit for working with young people. Overseen by Tim Chapman¹, the framework will include an underpinning theoretical document as well as a structured set of material which is designed to enhance and evidence the effectiveness of our individualised, relationship based approach.

+ partnership +

Key Objectives for 2009/10

We will continue to anticipate, monitor and adapt to the changing and challenging environment around us. We have structured processes in place involving Board and staff to undertake this in a way which ensures we stick to our core mission² – and also improve our efficiency and flexibility.

Competition is a fact of life and we will continue to need to tender and retender for services and be required to demonstrate our (cost) effectiveness and added value. Many of the improvement initiatives begun this year will underpin this – and others will emerge as we roll out the PSIF/Includem Improvement Framework across the organisation.

We will complete the process of registering all our community based Intensive Support Services with the Care Commission – the first services of this kind to be registered in Scotland.

We will be working in partnership with Who Cares? Scotland to review and improve our approach to young people's participation and with Respectme to develop an anti-bullying policy for our practice guidance.

We will actively pursue opportunities to work in partnership – at individual young person, service or organisational level. Our Transitional Support initiative (supported by the Big Lottery Fund) provides the opportunity to work in partnership with a range of agencies.

¹ Author of 'Time to Grow', 2000

² See Inform Spring 2009 for key points of the Includem Strategy

The Board of Trustees agreed to support some service deficit costs during the year, arising from funding reductions pending the exploration of alternative income sources.

Staff continue to benefit from Includem's Learning and Development programme which included delivery of training from internal and external providers.

resilience +

Income 2008/09	£	%
Local Authorities	8,383,908	98.9
Scottish Government	30,540	0.4
Grants	7,500	0.1
Other Income	55,684	0.7
	8,477,632	100.0

Expenditure 2008/09	£	%
Staff Costs	7,611,316	86.6
Activity Costs	225,013	2.6
Office Costs	889,560	10.1
Governance Costs	58,543	0.7
	8,784,432	100.0

Staffing 2008/09	Number	%
Head & Area Offices Support/Admin	35	17.7
Service Managers	10	5.1
Frontline Staff (SPW'S, PW'S, APW'S)	153	77.3
	198	100.0

Average number of mentors - 95

Qualifications of staff

By end of March 2009 **83%** staff were appropriately qualified, **17%** starting process during 09/10

Staff Learning & Development

Over **1,000** training days attended, with **221** individual beneficiaries

commitment +

Board of Trustees

Prof. Alec Spencer / **Chairperson**
 Dan Russell / **Vice Chairperson**
 Nicky Alexander / **Secretary (resigned 27/10/08)**
 Bruce Marks / **Secretary (appointed 27/10/08)**
 Malcolm May
 Roger Houchin
 Gordon Peters
 Anwari Din
 Iain MacLeod
 Alan Miller
 Marion Pallister / **(resigned 27/10/08)**

Executive Team

Angela Morgan / **Chief Executive**
 Gary Westwater / **Senior Operations Manager (Quality Assurance) (04/2000 to 11/2008)**
 Norman Brown / **Head of Service Delivery (Dep Chief Executive) (04/2008 to present)**
 Michelle Nairn / **Head of HR and Support Services**
 Michael Watson / **Head of Finance**
 Ian Bell / **Head of Learning, Development and Quality Assurance**
 Pamela Barnes / **Research and Communications Manager**

Board Meeting dates

28th April 2008
 16th June 2009
 18th August 2008
 27th October 2008
 15th December 2008 + AGM
 23rd February 2009

The Finance (Chaired by Nicky Alexander and then Bruce Marks) and Human Resources Committees (Chaired by Dan Russell) both met during the intermittent Board meeting months

“Includem has changed my life,
I now have more of a social
life. I find that the Includem
Workbook is a great way for
helping young people and their
independent living skills.”

(MICHAEL, 17)

It all adds up

TO SUPPORTING SCOTLAND'S MOST VULNERABLE YOUNG PEOPLE

“I don't know where I would have been
without (them). For someone like me,
who doesn't have any other constant
support, Includem has been a lifeline.”

(DANIELLE, 21)

www.includem.org

Includem is an independent organisation in the voluntary sector. Includem is a company limited by guarantee registered in Scotland (207985) and is a registered charity (SCO 30233)

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