

INCLUDEM Intensive Support Services Support Service

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Telephone: 0141 4270523

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Unannounced

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Service provided by:

INCLUDEM

Service provider number:

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CS2010248291

About the service

The Care Inspectorate regulates care services in Scotland. Information about all care services can be found on our website at www.careinspectorate.com.

Includem Intensive Support Service is a registered charity providing intensive support for vulnerable young people and their families. As well as the head office in Glasgow, the service has offices based in Fife, Dundee, Aberdeen and Stirling.

The organisation's approach is based upon working directly with young people and their families to maximise their potential. They believe that no young person is beyond help and support is offered 24 hours a day, seven days a week via one to one work and a helpline facilitated by staff and managers.

The support to young people is focused on safety in the community, preventing placement in secure care, reducing offending, reducing risk taking and improving attainment.

The aim of the service is to help "vulnerable young people cope better with challenges, change their problematic behaviour and progress towards better lives, with more family support and improved social inclusion within their communities".

During our inspection, Includem Intensive Support Service was supporting approximately 350 young people.

What people told us

We carried out our inspection across three of the locality offices. An inspector was present and spoke with young people and their families in Glasgow, Dundee and Aberdeen. The feedback we received from the people we spoke to was overwhelmingly positive. Here are some examples of the things we heard:

"They have really helped me a lot. I've got a lot of skills now. I have more confidence. They took me swimming. I'm now going to the gym by myself and I have loads of other things to do, including music".

"They understood him straight away. They've taken him from his dark zone to a positive space. Nobody has let him down. I can't fault them".

"They're good chat and give sound advice".

"If Includem wasn't in my life, my life would be two times worse. I have people I can trust. I can talk to them".

"I have never had a service coming into my house that has been so thoughtful".

"The difference they can make is massive. I can't praise them highly enough. I can't think of anything they could improve on".

"I wouldn't change anything about Includem, they are always asking themselves how they can improve and they also ask the young people".

"I was so isolated when they came along and I don't think I would be here if it wasn't for them".

"I would give my worker 40/10 because he has always been there and he hasn't changed".

"Last year I had nothing. They have got me a job, they bought me football boots so I could do the job. I now think positively and I want to be a community coach".

"No one had ever asked me how I felt but they did".

"My son is like a different boy and they have made our lives so much better. Family meetings were one of the best things they did for us".

"Includem help me manage my son's extremely challenging behaviour and provide a lifeline when things are particularly stressful".

"Having three workers has helped my communication and social skills and I get along with them all".

"We wish Includem had been here a few years ago. They have helped me a lot by just speaking to me. They are absolutely brilliant".

"Includem did everything they possibly could. I don't have a bad word to say about them. It's been a wonderful experience with them".

"Both my sons have spoken to workers about things they wouldn't speak to me about directly and then workers have been able to speak to us and it has been resolved".

"The service is incredible, constant support, encouragement and care given to all of their young people".

"I enjoy spending time with my workers. They take me out and talk and ask if I have anything I need to talk about. They helped me go to violin classes and are helping me go back to school. Most importantly they helped my mum not lose her house".

"Includem is an invaluable service to me and my family. When their service commenced I had not heard of them. They have saved the fundamental foundations of my family and supported us to begin building on that. We were in crisis but they have allowed us to have the opportunity to take the positive option now. Without Includem my family would be living apart".

Self assessment

Not requested this year.

From this inspection we graded this service as:

Quality of care and support	6 - Excellent
Quality of staffing	not assessed
Quality of management and leadership	6 - Excellent

What the service does well

During this inspection, we assessed the quality themes of Care and Support and Management and Leadership. Based upon a review of evidence, including speaking with young people, carers, social workers, service managers and members of the staff team, we concluded that the service was operating at an excellent standard across both themes.

We looked closely at the child protection systems implemented by the service and were thoroughly impressed by the procedures and practice in place. We believe that Includem is effectively managing high risk situations within the community and, where necessary, escalates issues of child protection to social work and the police. We found that Includem effectively resolved conflict within families and supported them to communicate with each other more effectively.

Includem is at the forefront of working with young people who offend and are on the fringes of criminal behaviour. We heard about the huge impact their joint work alongside Police Scotland had on young people. Where the police identified and referred young people to Includem within Glasgow, the offending rates reduced by half. As a result, their practice was being considered by the governments in Scotland and at Westminster as a model of best practice.

We consistently heard from young people and their families that Includem had made a significant difference in their lives. The service had an excellent system in place for identifying areas of need and monitoring the progress of outcomes. We found that these firmly embedded systems supported young people to identify their own milestones. Furthermore, a huge effort was made to improve young people's lives and this was completed with a great deal of creativity and passion.

Families benefit hugely from the helpline which runs 24 hours a day, seven days a week. This is a unique service that offers round the clock support. We saw an abundance of evidence where the helpline had been used to alleviate crisis. We were very impressed with the excellent response time to incidents within families and the commitment by staff to ensure the service ran smoothly. The management team were always on hand to support staff following calls and this therapeutic approach to supervision and leadership was evident throughout the organisation.

We found a collective leadership model where staff at all levels were involved in improvement planning. Despite the size of service delivery, managers had an excellent knowledge of the young people and, where necessary, they supported staff to deliver the service. We were really impressed by managers' ability to self-reflect and this enabled transparent discussions throughout the inspection. The systems for ensuring that the quality of the service was maintained at a consistently high standard, including case review, staff support, mentoring and supervision, were highly effective.

It is our view that Includem is an excellent service that works with young people who are on the edges of care. They work in partnership with local authorities to provide invaluable support to social work teams that keep young people living in their communities. We were thoroughly impressed by the vision for the service and the pioneering planning by managers to ensure the service was constantly evolving and progressing. We look forward to seeing further developments at next year's inspection.

What the service could do better

Any improvements we identified were already being discussed at a senior management level. This transparency and high level thinking were an important factor in their excellent performance across both themes. We did, however, have some development discussions aimed at further enhancing their service improvements.

As a national service, working with some of the country's most vulnerable young people, Includem has an important role to play within the review of Scottish care. We were heartened to learn that two senior managers were sitting within leadership roles on The Care Review. We would like them to continue to embrace their role in national strategy and planning.

Includem's participation model has strengthened in the last year and we have encouraged them to link with the Champions Boards of the Local Authorities they work within. They have a valuable role with the young people who are often on the fringes of society and are entitled to have their views heard and acted upon by their corporate parents. This will also help the service to improve their partnerships with Local Authorities and other providers of support.

The service supports young people with moderate to severe mental health difficulties, which at times can place staff in high risk situations. We found that the staff could have enhanced skill in this area if more specialist training was available to them. The management team have agreed to explore this over the coming year.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at www.careinspectorate.com.

What the service has done to meet any requirements we made at or since the last inspection

Previous requirements

There are no outstanding requirements.

What the service has done to meet any recommendations we made at or since the last inspection

Previous recommendations

There are no outstanding recommendations.

Inspection and grading history

Date	Type	Gradings
9 Mar 2018	Announced (short notice)	Care and support 6 - Excellent Environment Not assessed Staffing 6 - Excellent Management and leadership Not assessed
9 Mar 2017	Announced (short notice)	Care and support 6 - Excellent Environment Not assessed Staffing 6 - Excellent Management and leadership Not assessed
21 Dec 2015	Announced (short notice)	Care and support 5 - Very good Environment Not assessed Staffing 6 - Excellent Management and leadership 6 - Excellent

Date	Type	Gradings	
3 Jul 2014	Announced (short notice)	Care and support Environment Staffing Management and leadership	5 - Very good Not assessed 5 - Very good 5 - Very good
15 Jul 2013	Announced (short notice)	Care and support Environment Staffing Management and leadership	5 - Very good Not assessed 5 - Very good 5 - Very good
16 Jan 2013	Announced (short notice)	Care and support Environment Staffing Management and leadership	5 - Very good Not assessed 5 - Very good 5 - Very good

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