

INCLUDEM Intensive Support Services Support Service

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Service provided by:
INCLUDEM

Service provider number:
SP2004006905

Care service number:
CS2010248291

About the service

Includem is a registered charity providing intensive support for very vulnerable young people and their families.

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

The organisation's approach is based on the following principles:

- we believe that no young person is beyond help
- we guarantee a flexible, quality service 24/7
- we aim to rebuild family relationships
- we offer value for money
- we know we're shaping the future.

The organisation previously operated as two separate services, Includem East and Includem West. From this inspection year these two services and the schools, Transitions and Impact services are registered as one service with the Care Inspectorate.

In inspecting the service, we sampled cases from each of these areas of the service and where possible spoke with young people, their parents, social workers and staff.

What people told us

All the young people we spoke with during our inspection told us they were very happy with the support they receive. Young people spoke very positively about their achievements whilst working with Includem. These outcomes related to education and employment opportunities, emotional well being and the very positive changes in their family relationships.

One young person we spoke with told us 'they are amazing', 'they are changing people's lives for the better' and 'the only thing they could do better is to do more of what they are doing..... they are life savers'.

Parents of young people that we spoke with commented on the trusting relationships that their children had formed with the service staff.

We spoke with some of the young people's social workers during the course of the inspection. All social workers we spoke with commented on the consistency of staff, their commitment to young people, the emphasis on positive relationships and the quality of communication with partner agencies.

Self assessment

The Care Inspectorate did not receive a self-assessment prior to this inspection. However we recognise that there had been difficulties in the requesting and submission of self assessments for some services this year.

We inspected this service at short notice over two days; 6 and 7 March 2017.

During the inspection, we gathered information from a range of sources including discussions with:

- three young people who were at the Glasgow office to meet with their project workers.

- one young person by telephone.
- a group of eighteen members of staff.
- one member of staff individually.
- the chief executive, the head of services and development, two service managers, three team managers and the learning and development manager, the senior services support manager and the human resources manager.

We looked at documents, including:

- risk assessments
- complaints logs
- incident records
- team meeting minutes
- a sample of supervision records
- a sample of support plans, including examples of some of the intensive work done with young people.
- evidence of the service's safe recruitment procedures
- participation strategy
- exit reports
- survey results
- staff learning and development strategy
- thematic review reports
- service quality reports
- impact and quality reports for local authorities
- staff e-newsletters

On 9 March 2017, we met with the chief executive, the head of services and development and two service managers to share our findings.

From this inspection we graded this service as:

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

What the service does well

We found the service provided an excellent standard of care for young people. Staff placed a very strong emphasis in developing positive, nurturing relationships with young people and their families; and the committed staff group worked consistently to achieve these relationships.

Young people we spoke with were extremely trusting of the staff, and spoke very highly of staffs efforts in helping them to achieve positive outcomes; sometimes against the young people's own expectations. One young person we spoke with said of their workers, 'they have reach beyond the stars to help me'. Another young person told us of the great respect and appreciation they had for staff, and of the very positive changes in their life circumstances that occurred through staff support.

One parent we spoke with emphasised the great significance of the staff support in maintaining their family's relationships when other services had withdrawn.

The service had very effective systems, operated consistently to the highest standards, to support young people to make positive choices and achieve outstanding progress.

Well considered person centred care plans contained specific and achievable goals developed from engaging young people in discussions of what was important to them. Potential barriers to these goals were detailed within risk assessments that covered key areas in the young people's lives. Effective strategies to reduce these barriers were identified and supports arranged where required. However, it was recognised by the service that improvements could be made to these assessments. We have discussed this matter below.

Reviews of the progress toward young people's goals were recorded through the use of the Well Being Web; these goals being linked to the Scottish Government's Well Being Indicators of Safe, Healthy, Achieving, Nurtured, Active, Responsible, Respected and Included.

These reviews evidenced the significant work that young people were completing with staff and recorded considerable achievements. For example, young people being supported with their emotional well being were experiencing positive outcomes with improved and sustained family relationships. They were also engaging positively in their communities and striving toward goals they had not considered previously, such as accessing college courses.

We saw evidence of examples where young people were desisting from offending behaviour, accepting responsibility for their actions and seeking to make positive choices through gaining employment and/ or training. Two of the young people we spoke with were clearly proud of their achievements in making changes to their behaviours and gaining employment.

Social workers we spoke to told us of excellent communication between the staff group supporting the young people and with partner agencies. This quality of communication also enabled a highly consistent approach in supporting young people progressing toward their goals.

The service had continued the robust staff recruitment, induction and training processes and procedures that we found during our previous inspection. Newly recruited staff spoke very highly of the support received from colleagues and line managers throughout their induction period and the excellent preparation for their role that this provided them. Reflective practice was encouraged in both team meetings and in staff supervision sessions to look to maintain very high standards or to improve upon any identified deficits.

During the previous inspection staff told us that they would find training in de-escalation and managing challenging behaviour useful. This training had been made available to staff and 95 % had completed this training.

We found that our previous suggestion that the organisation should check that its current practice of checking the SSSC register prior to appointment is written in to recruitment procedures had been followed.

Following our last inspection we made a further suggestion that the publication of an annual overview of complaints investigations and outcomes could be shared with staff to promote transparency and learning. The service had conducted an analysis of the complaints received and a report was available to staff. The service had also amended the complaint resolution letter to clarify the internal appeals process and the systems for making complaints to the Care Inspectorate and the local authority.

A further suggestion we had made during our previous inspection was that the organisation should, as planned, continue to involve young people in developing effective and meaningful ways of seeking their views and using these to improve the service. This issue was being addressed through collaboration with a local University to develop an app for young people to use during the engagement and assessment phase of young people's involvement with the service. When completed it is hoped that this will engage young people more in the assessment process. In the meantime young people currently supported by the service were benefiting from the experience of working with the University in developing the app.

In the 2016/17 inspecting year the Care Inspectorate is scoping child sexual exploitation (CSE) practice in children and young people's services. This is part of our contribution to 'Scotland's National Action Plan to tackle Child Sexual Exploitation' and focusses on frameworks of CSE practice, staff understanding and care planning outcomes.

Staff we spoke with had a good knowledge of the issues relating to CSE and were clear their response to such concerns would be consistent with child protection procedures. However, there were no explicit risk assessments or procedures for staff responses to concerns relating to CSE. We have discussed this matter further in the section below.

What the service could do better

The areas for improvement we identified during this inspection were mainly concerned with further developing on existing strengths.

During our previous inspection, we found that there was room to improve the quality and consistency of recording in care plans and risk assessments. During this inspection, we found that key summaries were more concise and that staff were reflecting on the need for consistency of recording within team development events; such as one we observed during the inspection. The service conducts various reviews and surveys to evaluate its performance and in seeking to identify areas for improvement. One such review had evaluated the service risk assessments and there were plans to revise these in relation to differentiating between risk to young people and risk to staff. We accept that this work is progressing and will review these matters during the next inspection.

As stated previously, although staff had a good knowledge of the issues relating to CSE, the service had no explicit policy or risk assessment relating to CSE. The service provider should now consider including an explicit risk assessment for CSE; and to include guidance for staff in relation to CSE concerns within the service policies and procedures.

We have made a recommendation in relation to this matter. See recommendation 1

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 1

1. The service provider should now introduce a risk assessment tool designed specifically to assess the risk of child sexual-exploitation.

National Care Standards: Care at home : 4, Management and staffing.

Complaints

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

Inspection and grading history

Date	Type	Gradings
21 Dec 2015	Announced (short notice)	Care and support 5 - Very good Environment Not assessed Staffing 6 - Excellent Management and leadership 6 - Excellent
3 Jul 2014	Announced (short notice)	Care and support 5 - Very good Environment Not assessed Staffing 5 - Very good Management and leadership 5 - Very good
15 Jul 2013	Announced (short notice)	Care and support 5 - Very good Environment Not assessed Staffing 5 - Very good Management and leadership 5 - Very good

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

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