

Care service inspection report

Full inspection

INCLUDEM Intensive Support Services (East) Support Service

Unit L
Telford Road
Eastfield Industrial Estate
Glenrothes



HAPPY TO TRANSLATE

Service provided by: INCLUDEM

Service provider number: SP2004006905

Care service number: CS2010275440

Inspection Visit Type: Unannounced

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and set out improvements that must be made. We also investigate complaints about care services and take action when things aren't good enough.

Please get in touch with us if you would like more information or have any concerns about a care service.

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Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

We gave the service these grades

Quality of care and support	5	Very Good
Quality of staffing	6	Excellent
Quality of management and leadership	6	Excellent

What the service does well

Includem provides well planned, intensive support to young people and their families which helps them to make positive changes.

Staff are motivated, well trained and form strong, supportive relationships which really help to make a difference to lives of young people and their families.

They provide support when families need it most, with evening and weekend visits and a 24-hour helpline.

The organisation is genuinely committed to listening to the views of service users and incorporating them into the development of the service.

What the service could do better

The service could improve the quality and consistency of recording in some aspects of written plans, particularly in monthly summaries and risk assessments.

It could also make some minor adjustments to its complaints procedure.

What the service has done since the last inspection

Since the last inspection, the service has put in place an improved and effective system of staff supervision.

It has formally reviewed its work with vulnerable girls and young women and introduced additional training for staff in relation to this.

It has successfully established the MAPS electronic system as a means of recording and monitoring work done with young people and their families.

Conclusion

Includem is a forward thinking, innovative organisation which works really effectively to support young people and their families to make positive changes in their lives.

The organisation is strongly committed to reviewing and improving its work so that it continues to provide the highest quality of service.

1 About the service we inspected

Includem is a registered charity providing intensive support for some of the most vulnerable, troubled and challenging 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 currently operates as two separate services, Includem East and Includem West.

This report covers the services provided by Includem East which is a support service providing individualised services for children and young people aged between five and 18 years and their families. The service is provided by teams working from offices in Glenrothes and Dundee. The East service also includes a project called Inclusion Plus, which focusses on supporting young people to maintain and achieve in their educational placements.

The annual return completed by the service noted that as at 31 December 2014, the service employed 34 staff and had worked with 298 children and young people during the course of that year.

This service registered with the Care Inspectorate on 26 July 2011.

The Care Inspectorate regulates care services in Scotland. Information about all care services is available on our website at www.careinspectorate.com.

Recommendations

A recommendation is a statement that sets out actions that a care service provider should take to improve or develop the quality of the service, but where failure to do so would not directly result in enforcement.

Recommendations are based on the National Care Standards, SSSC codes of practice and recognised good practice. These must also be outcomes-based and if the provider meets the recommendation this would improve outcomes for people receiving the service.

Requirements

A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Services Reform (Scotland) Act 2010 (the "Act"), its regulations, or orders made under the Act, or a condition of registration. Requirements are enforceable in law.

We make requirements where (a) there is evidence of poor outcomes for people using the service or (b) there is the potential for poor outcomes which would affect people's health, safety or welfare.

Based on the findings of this inspection this service has been awarded the following grades:

Quality of care and support - Grade 5 - Very Good

Quality of staffing - Grade 6 - Excellent

Quality of management and leadership - Grade 6 - Excellent

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.careinspectorate.com or by calling us on 0345 600 9527 or visiting one of our offices.

2 How we inspected this service

The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

What we did during the inspection

We wrote this report following a short notice inspection of the service which took place over four days from 24 to 27 November 2015. We contacted the manager of the service three days before our visit to give time to make arrangements for us to meet with young people and families who use the service.

On 24 November 2015, we visited the service's Fife office when we met with the manager of the Includem East service, the head of service, the team manager for the Fife team, and a project worker with additional responsibilities. We also met with a group of 10 staff to find out about their role and their experience of working with Includem. We met with one young person who was at the office to meet with his project worker.

We looked at a range of documents including:

- a sample of support plans
- staff supervision records
- team meeting minutes.

On 25 November 2015, we spent the day at the Dundee office where we met with the team manager and a recently appointed member of staff. We also met with two young people and one parent.

We looked at a range of documents including:

- risk assessments
- 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.

On 26 and 27 November 2015, we visited the organisation's headquarters in Glasgow where we met with the organisation's practice champion, the learning and development manager and the head of corporate services.

We looked at a range of documents including:

- evidence of the service's safe recruitment procedures
- participation strategy
- exit reports
- survey results
- staff learning and development strategy
- complaints
- thematic review reports
- supervision and working with vulnerable girls and young women
- independent reviews of Includem projects
- activity and impact reports for local authorities
- staff e-newsletters
- annual report
- service quality reports
- The Chartered Institute of Public Finance and Accountancy (CIPFA) review of governance report.

On 27 November 2015, we met with the chief executive and one of the service managers to share our findings.

On 4 December 2015, we had telephone contact with two young people who were keen to give us their views of the service.

On 21 December 2015, we received a report from our young inspector, giving us details of his contact with young people who used the service.

Grading the service against quality themes and statements

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

Inspection Focus Areas (IFAs)

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

Fire safety issues

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at www.firescotland.gov.uk

The annual return

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

Annual Return Received: Yes - Electronic

Comments on Self Assessment

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

The self assessment was completed to a good standard prior to the inspection.

The service accurately noted information about its strengths and identified some areas for further development.

For future inspections, the service should focus on evaluating the service in relation to the positive outcomes achieved for and with young people.

Taking the views of people using the care service into account

We spoke with three young people who were currently using the service, all of whom were very positive about the quality of support they received from staff.

One young person told us that he would give the service 10 out of 10 and felt that staff helped him with "everything." He enjoyed the activities he did with his support worker, especially baking.

Another young person described the service as "fine" and felt it had helped her to develop a better awareness of her behaviour and to become safer. She said that she got on really well with her workers. She felt that she was treated with respect and was fully involved in making choices and drawing up her support plan. She enjoyed doing crafts which were also part of her support plan work.

Another young person described the very positive impact which Includem had had on his life. He had reduced offending behaviour to "almost zero" and was attending school regularly, gaining qualifications and, along with this, a real sense of pride and achievement. He had a much more settled home life and improved relationships with his family. He spoke very warmly of his relationship with Includem staff and particularly with his main support worker, with whom, he said, he could discuss anything. He clearly described how doing some life story work had helped him to understand his past and allowed him to leave behind some of the difficult feelings which he had carried with him throughout his life. In summary, he said that Includem had changed his life and definitely for the better.

Taking carers' views into account

We spoke with one parent who told us about his very positive experience with Includem. He had been well supported to set clear boundaries for his child and to develop consistent approaches to care. He felt that he had received positive, meaningful support for himself as an individual as well as for his family and said that he "couldn't believe that such a service existed." He found staff to be reliable and knowledgeable. He said that the change in his family's quality of life was unbelievable and that he was "absolutely 100% positive" about the quality of the service he had received.

3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 5 - Very Good

Statement 1

“We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.”

Service Strengths

We decided to look at this statement as it is important to know that the service is working in partnership with young people and their families and that it takes their views into account when planning and developing the service.

From our discussions with young people, parents and staff and from looking at a sample of support plans and other relevant documents, we found that the service had an excellent approach to involving young people and their families in assessing and improving the quality of the service. We noted the following strengths:

All interaction between Includem staff and young people and their families was individualised, person-centred and focussed on identifying and meeting individual needs and aspirations. The views and wishes of people who used the services were respected and valued and they formed the basis of a collaborative and co-operative approach to working. Young people and their families were closely involved in setting priorities and goals which formed the basis of the support plans. This helped them to be committed to the work they needed to do to make positive changes.

Staff made very good use of arts and crafts, mind maps and other visual tools to help young people to participate in the work that they needed to do to make positive changes in their lives. All of the young people we spoke to told us that they enjoyed the activities they did with staff.

We observed a very positive session in which a young person was being helped to look at some challenging issues but in a relaxed way while doing some art work. Another young person had been supported to write about his earlier life experiences, which he told us had really helped him to set the past to rest and move forward. Enabling young people to participate in this way contributes to the quality of their experience and makes it more likely that they will achieve their desired outcomes.

Staff worked effectively to build relationships with young people and their families to provide a firm basis on which to do the work that they needed to do. Their inclusive approach and their persistence in establishing relationships, even when families were reluctant to engage initially, helped to get and keep young people and families on board with the work that they needed to do.

We spoke to one parent who recalled that he had given the project worker a hard time initially but said how grateful he was that the worker had persisted as the result had been a really positive improvement in the quality of the family's life. The intensive nature of the support (which for many families included several contacts a week) and the provision of separate support sessions for young people and parents, helped all to feel valued and included and increased the effectiveness of the service in achieving positive outcomes.

Includem demonstrated a high level of commitment to seeking feedback from young people and their families and other stakeholders about their experience of the service and using this to inform the development of the service. They used Have Your Say forms and end of contact questionnaires to ask about people's experience of the service. The information gathered was analysed as part of the organisation's quality reporting system. As with many surveys of this type, the return rate was generally low, however the level of satisfaction was generally high. We found that the service followed up the few comments which were less than positive to better understand what was being said and to make adjustments to the service, if needed.

Recognising the limitations of traditional survey methods, the organisation is committed to the development of more effective, user-friendly methods of seeking feedback from people who use the service. They are currently reviewing and developing their participation strategy, involving young people and parents and carers in this process.

The practice champion, who has a specific role in developing the quality of practice, carried out frequent visits to families to seek their views on a face-to-face basis. This had the benefit of getting and clarifying feedback firsthand. He also had the role of investigating complaints about the service, which although small in number were properly investigated. Even in situations where a complaint was not upheld, the practice champion would visit the complainant to discuss their concerns. This sent a strong message to young people and families that the organisation was genuinely interested in hearing their views. Learning from complaints investigations, even if the complaint wasn't upheld, was used to reflect on practice and make adjustments to service, where needed.

In terms of having a direct impact on the quality of the service, young people have been directly involved in developing and reviewing A Better Life materials (this is Includem's practice manual which it uses as a basis for its work with young people and families). They have recently been involved in piloting the materials developed for Working with Families and Drugs and Alcohol. This has ensured the tool was developed in a way that not only met the young people's needs but also took account of their preferences for the way in which the material was presented and used.

Young people who currently use or have previously used the service have been encouraged to record their views about the service they have received using podcasts and one-to-one interviews. These are available on the service's website (suitably anonymised) and help to illustrate the work that Includem does and the impact that it can have, which could help prospective users of the service to better understand what the service can offer.

Includem has continued to support young people to participate in national events which may have an impact on their lives. Last year, young people were

encouraged to participate in the Scottish referendum debate through Aye, Naw, Mebbe workshops for both staff and young people. Currently, the team managers and practice champion, with the support of front line workers are working with the NHS to develop effective methods of seeking the views of young people regarding the future development of health and social care services by being part of the National Conversations: Creating a Healthier Scotland.

In summary, we found extensive evidence to show that Includem was strongly committed to enabling young people and their families to participate fully in assessing and improving the quality of the service. It used a variety of creative approaches to find out what they thought and incorporated their views into the ongoing development of the service. We found that this approach enabled people to be involved in the development of their own support plans, to contribute to the improvement of the wider service and also empowered them to participate in national debates which could have a direct impact on the quality of their lives. For these reasons, we have given a grade of 6 - Excellent for this statement.

Areas for improvement

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.

Grade

6 - Excellent

Number of requirements - 0

Number of recommendations - 0

Statement 2

“We enable service users to make individual choices and ensure that every service user can be supported to achieve their potential.”

Service Strengths

We decided to look at this statement as it allows us to consider how well the service supports young people to make positive choices and how well it supports them to achieve their potential.

From our discussions with young people, parents and staff, from looking at support plans and from our observations during the inspection, we found that the service was operating at a very high standard in relation to this statement. We noted the following strengths:

An individualised and holistic approach to support planning was at the centre of Includem's approach to working with young people. The use of a wellbeing web, structured around the SHANARRI indicators, helped to identify the extent to which young people were safe, healthy, active, nurtured, achieving, respected, responsible, and included. The wellbeing web helped young people to focus on the areas of their lives where changes needed to be made. From the sample we looked at during the inspection, we found very good evidence that staff had supported young people to discuss difficult issues in a skilled and sensitive way.

A Better Life is Includem's evidence-based practice manual which provides a structured approach to working with young people to help them to make changes which will improve their lives. The resource includes modules which can be used according to the young person's needs and which help them to look in-depth at areas such as drugs and alcohol and sexual health issues and also to help develop strategies to help young people to manage their emotions, to develop empathy and to face the challenges around becoming more independent and seeking education, training and employment.

From a brief examination of the A Better Life materials, we found that this was a really good quality resource which had been developed in association with leading practitioners and which incorporated current research findings and good practice guidance.

The content of A Better Life modules has recently been revised, taking into account young people's and parents' views.

Central to Includem's approach is to offer support at times when it is most needed. On that basis, visits were offered at evenings and weekends and on a planned and spontaneous basis. A 24/7 phone line was literally a lifeline to young people and their parents who were trying to sustain difficult living situations and to rebuild damaged relationships.

We found evidence of some very positive outcomes for young people from a variety of sources during the inspection. We noted the following examples which we have ordered under the SHANARRI headings:

Safe:

- There had been a substantial reduction in harmful, risk-taking behaviours for some young people.
- Staff had worked effectively with families to enable them to set appropriate boundaries for their children. This had led to young people being in the house at reasonable times at night and to parents taking appropriate action if their child failed to return when expected.
- The service had robust Child Protection procedures and had provided staff with good quality training. As a result they were confident about recognising Child Protection issues and in taking appropriate action to protect them.
- Working in partnership with the police, the Impact Project had achieved a significant reduction in offending behaviour, contributing to the safety of young people and the wider community.
- The 24-hour helpline provided young people and parents with support to manage crises safely.

Healthy:

- Young people's health needs were clearly recorded and staff had a very good understanding of the impact of young people's conditions on their health and wellbeing. They supported young people to attend hospital appointments and to make changes to their lifestyles which had improved young people's health

and wellbeing. They also responded quickly and appropriately to their immediate health needs, for example by promptly providing food and fluids when required.

- Support plans made specific reference to strengths and resilience factors, which provides a positive starting point from which young people can begin to plan and move forward.

- A Better Life included modules which could be used according to the young person's needs and which helped them to look in-depth at areas such as drugs and alcohol and sexual health issues. Some young people, had been able to significantly reduce their drug/alcohol use as a result of structured support from Includem.

Achieving:

- Thanks to a high level of consistent support and positive engagement with schools, social workers and families, the Inclusion Plus project in Dundee was able to evidence an improvement in young people's attendance and consequently their levels of attainment at school.

- Staff had established a comprehensive resource base of local training and employment providers which helped them to support young people to access suitable training and employment programmes. Arranging support visits and contacts at key times helped to make sure that young people attended interviews and appointments on time. One young person we spoke to said that this had been a major factor in him helping to get more of a routine into his life.

Nurtured:

- We found some examples of excellent family work which had had significant benefits for parents and young people. The service recognised and valued the importance of building strengths and resilience in families and had achieved some positive results through structured work around boundary setting. For some young people, the feeling that they had managed to change their

behaviour so that their family was no longer worried or stressed was a great source of pride.

- We heard at firsthand how some structured life story work had made a huge difference to one young person's understanding of his past and the positive impact that this had had on his mood, sense of wellbeing and his behaviour.

- We also heard how much it had meant to a family to be able to attend a football match together supported by their worker, despite significant health issues and the siblings living in separate places. Clearly, being able to support this event was of enormous significance to the family and would be a lifetime memory. We found this activity to be underpinned by a deep understanding of the family's needs, and an exceptional level of kindness and compassion on the part of the worker and the service as a whole.

- The organisation was providing intensive support to foster families to help them to continue to care for some of the most traumatised and challenging looked after children. The quality and success of this work had resulted in the service receiving the Herald Society Award in 2014 for their success in reducing foster placement breakdown.

Active:

- We found several examples of project workers spending contact time with young people engaged in physical activity. For example, for one young person, one-to-one contact sometimes took place while walking the dog. Another young person enjoyed going for a walk with her support worker.

- We also found that for older young people, staff would attend gym sessions to encourage young people to get established on a fitness programme.

- One young person had been encouraged and supported to join the Scouts.

- One young person had been supported to join a football club and had been given money through the Young People's Fund to buy a football kit and boots.

- Overall, project workers recognised the value of getting young people involved in physical activity in order to establish routines and structures in their day-to-day lives, as well as to promote physical health and wellbeing.

Respected, responsible and included:

- All of the young people we spoke to felt fully involved in the progress of their support plans and said that they felt their views were respected and valued.

- Through the A Better Life programme, young people were helped to consider the impact of their offending behaviour on others. The organisation demonstrated a significant positive impact on reducing offending behaviour through its Impact Project which had been independently evaluated and which had won recognition from their Police Scotland partners.

- Two of the young people we spoke to told us how proud they felt at having reduced their anti-social behaviour.

- Throughout their contact with Includem, young people were included in planning, reviewing and working on their support plans. They were included by the organisation in evaluating and developing the quality of the service.

Areas for improvement

We found that there was room to improve the quality and consistency of recording in care plans and risk assessments.

Key summaries varied in quality. In particular, some key summaries did not summarise work done or progress. Some were too long to be of use as a key summary and it would have been difficult for staff who weren't directly involved (for example, on the helpline) to pick out what the key issues were quickly.

Similarly, some (not all) risk assessments did not specify risks clearly or concisely enough.

The service needs to provide more guidance for staff about the structure and content of key summaries and risk assessments.

This was recognised by the organisation and a learning and development strategy was being developed to help to improve this. Because work was already in progress to address this issue, we haven't made a formal recommendation about this.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 6 - Excellent

Statement 2

“We are confident that our staff have been recruited, and inducted, in a safe and robust manner to protect service users and staff.”

Service Strengths

We decided to report on this statement because we haven't reviewed it for some time. It is important to check that services are adhering to safe recruitment procedures as this is an important safeguard for people who use the service.

From our discussions with the manager and staff and from looking at relevant documentation, we found that the service had very good arrangements in place for safely recruiting staff into the service. We noted the following strengths:

Staff were recruited safely in line with Includem's recruitment policy and procedures. This included ensuring that a formal application was submitted, qualifications were checked, a Protection of Vulnerable Groups (PVG) Scheme check was done, two references were taken up, and the Scottish Social Services Council (SSSC) register was checked before the candidate was deemed suitable for appointment.

A structured, centralised monitoring system helped the organisation to track and check that all necessary checks had been carried out prior to an appointment being made. This helped to make sure that only candidates who had been properly checked were recruited to the service. From the sample of recruitment records we looked at, we could see that the service was diligent in following up references and would seek an additional reference if required.

Young people were involved in the recruitment and selection process, working alongside senior staff to interview candidates and contributing to decision-making about those who were most suitable. Involving people who used the service in this way helped to ensure that the focus on their needs was maintained.

Appointments were made on the basis of a six-month probationary period, during which new staff were provided with a structured induction to the service. The organisation provided staff with information about the service's policies and procedures. New staff did a number of shadow shifts during which they had time to meet young people and become familiar with their support plans before assuming case responsibility. The induction process was interactive, with senior staff setting aside time to allow for discussion and reflection on new learning and to direct and model positive practice. An end of probation report was produced which reflected the staff member's performance to date and identified priorities for their individual learning and development plan.

We spoke to a member of staff who had recently joined the service. He was very positive about the quality of the induction process and, in particular, the support and guidance he had received from the manager and the staff team. There had been plenty of opportunities to reflect on practice and to ask questions. He confirmed that the induction period had provided a sound basis on which to start working as part of the regular staff team.

It was a particular strength of Includem that they were active participants, and indeed, key members of the human resources (HR) voluntary sector forum, from which they contributed to the development of safe and effective recruitment practices across the third sector.

Areas for improvement

The organisation should check that its current practice of checking the SSSC register prior to appointment is written in to recruitment procedures.

The organisation should take forward its plan to further develop the involvement of young people in the recruitment and selection process.

Grade

6 - Excellent

Number of requirements - 0

Number of recommendations - 0

Statement 3

“We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.”

Service Strengths

We decided to report on this statement as it allows us to consider the quality of staff which is of central importance to the overall quality of the service.

From our discussions with young people and staff, from looking at relevant records and from our observations during the inspection, we found that this was a professional, well trained and highly motivated staff team which operated in line with the National Care Standards (NCS), legislation and current good practice guidance. We noted the following strengths:

Staff had ready access to additional training to help them to meet the complex needs of the young people and families they were working with. Training was responsive to emerging issues, for example during the past year, as a result of the findings of the thematic review of the organisation's work with vulnerable girls and young women, there had been additional training provided to staff to help them to respond to the specific health needs of this group.

Well established supervision and practice development systems were in place which staff told us supported their work with young people. We looked at a sample of supervision records. These showed that these were regular, well planned and well focussed sessions which addressed case planning issues, practice and performance. Clear expectations were set for staff and they were supported to meet these.

We met with around 25 members of staff during the course of the inspection. We were impressed by their positivity and professionalism and their enthusiasm

for the work that they were doing. They understood and shared the organisation's vision and values and communicated this clearly.

Staff took a pride in their work and were committed to achieving the best possible outcomes for young people and families.

Staff felt valued and were well supported by colleagues and managers at all levels. One member of staff told us: "I am so thankful for my job here every day."

All of the young people and relatives we spoke to expressed very positive views about the staff. Some of the comments they made included:

- "My worker is brilliant, always there for me."
- "I can talk to [staff member] about anything. The other staff are really good as well but if I need to talk about something big I would always talk to [staff member]."
- "I can't believe the difference they have made to me and my family. I would never have believed I could come this far."
- "Even when I was at my worst, staff continued to help and support me."
- "I would definitely give them 10 out of 10."

Areas for improvement

During our discussions with staff, they told us that they would find training in de-escalation and managing challenging behaviour useful. We raised this during feedback and it was agreed that this was a positive suggestion which would be taken forward.

Grade

6 - Excellent

Number of requirements - 0

Number of recommendations - 0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 6 - Excellent

Statement 3

“To encourage good quality care, we promote leadership values throughout the workforce.”

Service Strengths

We decided to report on this statement as we haven't looked at it for some time.

From our discussions with staff during the inspection, we found that the service had a positive approach to promoting leadership values throughout the staff team. The organisation recognised the important part that staff could play in improvement and encouraged staff at all levels to contribute to service development in a variety of ways. We noted the following strengths:

As an organisation, Includem is committed to developing leadership skills and qualities throughout the workforce and more widely across the care sector. An important example of this is the fact that the head of corporate services is currently seconded one day per week to the Coalition of Care and Support Providers (CCSP) to help to develop and implement the SSSC's Step into Leadership programme across the social care sector. In addition, the theme of the recent annual staff conference was leadership.

Includem's staff development programme was based on well defined competencies, one of which was teamworking and leadership. Staff demonstrating competencies in these areas could gain progression on the salary scale in recognition of their leadership contribution.

Includem has a policy of devolving authority and responsibility to front line staff, which helps to promote leadership qualities. For example, project workers were

lead workers and case managers for the young person's support package, responsible for holding the case overview, support planning, partnership working, and allocating work for assistant project workers and sessional staff. As part of their development pathway, assistant project workers were supported to lead on at least one case.

The organisation provided opportunities for staff to 'act up' or to take on additional responsibilities. During the inspection, we spoke to staff who were 'project workers with additional responsibilities'. They had had the opportunity to take on additional responsibility for aspects of service development. This had benefits for the individual in terms of enabling them to develop leadership skills and professional confidence and for the organisation in terms of making best use of staff skills and interests to enhance the service provision. One of the positive outcomes of this had been assigning responsibility to a member of staff for the production of a successful show during which young people had been able to show off a range of talents, helping to build their skills, confidence and self esteem.

Staff were consulted about developments in policy and practice. They felt that their views were welcomed and could influence the decisions which were made. For example, staff at all levels had been consulted during the thematic review of supervision which had led to the development of a structure which was currently proving to be effective in supporting and managing staff.

During the inspection, staff at all levels had been involved in a board development day, organised to increase the awareness and understanding of the board of trustees about the day-to-day work of the service. The fact that main grade staff and front line managers took a leading role in this development work was an indication of the organisation's recognition of the central importance of the direct work done with young people.

As an organisation, Includem is proactively involved in contributing to and leading on national issues. They participate in a wide range of national forums which contribute to the discussion and development of quality and practice across the care sector. Recently, team managers and/or service managers have been involved in The Institute for Research and Innovation in Social Services (IRISS) Leadership for Change programme, the review of the SSSC Codes of

Practice and participation in the third sector forum and the Youth Justice Strategy group.

Throughout the service, staff felt valued and were confident about bringing forward ideas to develop the service. This created a healthy atmosphere in which innovative practice was encouraged and contributed to improvements in the quality of the service.

In summary, we found that through its role in promoting leadership skills and values on a national basis and the commitment to enabling staff at all levels within the organisation to develop leadership skills, the service was performing at an excellent standard in relation to this statement.

Areas for improvement

None noted. The service should continue to build on the very strong practice we found at this inspection.

Grade

6 - Excellent

Number of requirements - 0

Number of recommendations - 0

Statement 4

“We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide”

Service Strengths

We chose to look at this statement as the implementation of robust quality assurance systems is essential to the provision of a high quality service.

From our examination of relevant documents and from our observations during the inspection, we noted the following strengths:

Includem is committed to providing the highest possible standard of care and support to young people and their families and to support this has in place comprehensive self evaluation and quality assurance systems which take account of the views of young people and their families, staff, partner agencies, and local and national policies and standards.

As described under Quality Theme 1 - Statement 1, young people and their families were centrally involved in planning and reviewing the service and their views were taken into account at every stage. The service also used Have Your say forms and end of contact questionnaires to ask about people's experience of the service. In recognition of the fact that the return rate on questionnaires was not as representative as they would have wanted (the most recent return rate was around 20%), the service was in discussion about how to develop more effective ways of seeking and gathering feedback. Having said that, from the sample we looked at, we could see that the level of satisfaction with the service was generally high and we also saw that the service followed up the few comments which were less than positive, to better understand what was being said and to make adjustments to the service if needed.

The information gathered from young people, families and key stakeholders was analysed as part of the organisation's quality reporting system. This also used quantitative information from the MAPS system (see below).

Each quarter, the head of service reported to the board's Service Quality Committee using the following indicators:

- Includem delivers a young person-focussed, persistent and flexible service
- Includem delivers a quality service intervention tailored to their needs
- Includem achieves positive change for young people and their families
- Includem ensures quality and performance management.

As can be seen from these indicators, Includem's priorities are the delivery of high quality individualised services which result in positive outcomes. Reports over the past year indicate the maintenance of a steady success rate of more than 75% in terms of achieving positive change for young people and their families and with an even more positive 85% of young people being supported to live safely in their communities.

The organisation had introduced MAPS, an electronic system of monitoring the quantity and quality of staff contact with young people and families. Discussion of MAPS statistics formed part of regular structured supervision for front line staff.

The organisation had committed time and resources to the development and implementation of its supervision structure following a thematic review of supervision in the service to which staff had contributed significantly. From looking at sample of supervision records and from discussions with staff, we found that Includem have managed to achieve an excellent balance between the use of supervision as a tool for monitoring and developing practice and for supporting and developing staff. The system is well structured, well recorded and valued by both managers and staff.

The organisation has established the post of practice champion who acts as a "critical friend" to help to evaluate the quality of practice and to highlight areas for improvement. This innovation was recognised with a Care Accolade award in 2014. The practice champion plays a key role in auditing practice and developing quality within the service and works directly with staff, young people and families to incorporate their views directly into service development. The practice champion's role includes the development of participation, complaints investigation and the review of operational activities and provides opportunities to gather feedback from young people, families and stakeholders in a way which directly influences the development of the service. A recent example of this impact has been a thematic review of the service's work with vulnerable girls and young women which highlighted a need for further training for staff (in mental health first aid), which has now been implemented. The establishment of this role within the organisation represents a genuine commitment to include service users in the evaluation of the service.

As a voluntary organisation, Includem is highly accountable to commissioning authorities and funding bodies for the quality of the service they provide. It reports quarterly to local authority purchasers through the contract management processes with the commissioning teams. Using the same quality indicators as it uses for its internal reports, an Activity and Impact Report is generated for all local authorities. Reporting on specialist projects such as

Impact, Transitional Support and Inclusion Plus is built into the funding agreement and is specific to each service. Clearly continued funding and growth of the service depends upon Includem's ability to continue to make a positive difference to the lives of some of the most vulnerable and challenged young people and families.

As an organisation, Includem engages positively and openly with stakeholders and partner organisations. It frequently seeks external evaluation of its work, with the aim of validating, sharing and building on its methods of intervention. It has won major awards for its work, including The Chief Constable's Partner of the Year Award in 2013 for the Gangs Project and the Herald Society Award 2014 for its work in supporting foster families in Glasgow. It also seeks to influence the development of policy and practice at a national level and actively participates in events and consultation with organisations including the SSSC, IRISS, Police Scotland, the NHS as well as with the Scottish Government.

Notwithstanding the areas for improvement identified below, we consider Includem's quality assurance processes to be of an excellent standard and contribute significantly to the achievement of positive outcomes for young people and their families.

Areas for improvement

We suggested two improvements to the operation of the complaints system:

- 1) The publication of an annual overview of complaints investigations and outcomes which could be shared with staff to promote transparency and learning.
- 2) To amend the complaint resolution letter to clarify the internal appeals process and the systems for making complaints to the Care Inspectorate and the local authority.

Grade

6 - Excellent

Number of requirements - 0

Number of recommendations - 0

4 What the service has done to meet any requirements we made at our last inspection

Previous requirements

There are no outstanding requirements.

5 What the service has done to meet any recommendations we made at our last inspection

Previous recommendations

There are no outstanding recommendations.

6 Complaints

No complaints have been upheld, or partially upheld, since the last inspection.

7 Enforcements

We have taken no enforcement action against this care service since the last inspection.

8 Additional Information

There is no additional information.

9 Inspection and grading history

Date	Type	Gradings	
4 Jun 2014	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good Not Assessed 5 - Very Good 5 - Very Good
23 May 2013	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good Not Assessed 5 - Very Good 5 - Very Good
13 Aug 2012	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good Not Assessed 4 - Good 5 - Very Good

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