



## ACCOUNTS AND FUNDERS

### INCOME

Contracts and service agreements	£3,041,188
Grants	£797,546
Donations and miscellaneous income	£34,058
<b>Total</b>	<b>£3,872,792</b>

### EXPENDITURE

Staffing cost	£2,769,678
Direct activity costs	£352,066
Property costs	£213,352
Operational costs	£316,967
Governance Costs	£33,734
<b>Total</b>	<b>£3,685,797</b>

### BOARD MEMBERS

Jim Gibson	Chair
John McCaig	Deputy Chair
Bruce Marks	Secretary / Treasurer
Sheena Brown	
Alison Petch	
Jo Noblett	
Abigail Kinsella	
Caroline Innes	
David Wallace	
Heather Baillie	

### FUNDERS

- The Robertson Trust
- Big Lottery Fund Scotland
- The Scottish Government
- Community Planning Glasgow
- Glasgow City Council
- West Dunbartonshire Council
- Fife Council
- Clackmannanshire Council
- Stirling Council
- Argyll and Bute
- West Lothian Council
- Dundee City Council
- Renfrewshire Council

Copies of our full audited report and accounts are available on request.

### Find out how Includem can help you:

If you'd like to find out more about our services please get in touch with our Partnership Development Manager, David Ferrier on [david.ferrier@includem.co.uk](mailto:david.ferrier@includem.co.uk) or **0141 427 0523**.

You can read more case studies and information about our services on our website at [www.includem.org](http://www.includem.org) or by following us on twitter at [@includem2000](https://twitter.com/includem2000)

## MESSAGE FROM INCLUEM'S CHIEF EXECUTIVE AND CHAIR



**ANGELA MORGAN**  
Chief Executive



**JIM GIBSON**  
Chair

**Includem's driving purpose has always been centred around the principle that we believe no young person is beyond help. The past year has been one of demonstrating that principle in action through our intensive support work with 578 of the most vulnerable and challenging young people.**

Our work with young people is always focused around obtaining better outcomes for them – making their lives better in the short term but also building the foundations of self-confidence and resilience so they have the best chance of a successful adult life.

Our annual report this year focuses on those outcomes – what young people have achieved with our support and the evidence we have to back up our work. We have also put young people at the heart of this report – the timeline running through this report demonstrates better than anything the constant challenges, loss and chaos faced by young people on a daily basis.

We were delighted in the past year that Includem became the first organisation in the UK to receive the Governance Charter Mark Award from the Chartered Institute of Public Finance and Accountancy (CIPFA). The awarding of the Charter Mark follows a period of external scrutiny of our governance and procedures and although this recognises our robust approach to governance it has also sharpened our thinking and provided a platform for further development in this area.

Of course good governance, combined with our committed staff are simply drivers for our work in providing services for the hardest to reach young people in Scotland. The body of this report is rightly focused on their stories and what we have helped them with so that their talents, skills, abilities and potential can be unlocked.

Includem is a registered charity (SCO 302333). Registered in Scotland No. (207985)

## WHAT WE DO

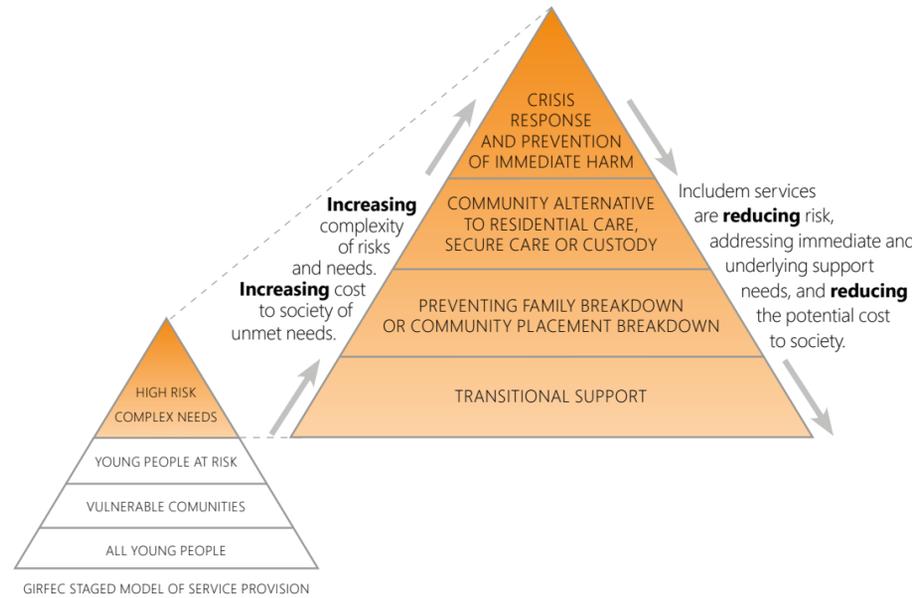
We are a specialist Scottish charity established in 2000. We remain solely focused on delivering support to the most vulnerable and challenging young people in society. Our 1-to-1 support at the times of need helps young people, parents and carers make positive changes to their attitudes, behaviours and relationships.

**Includem delivers** community alternatives to custody and securecare, and diversion from formal youth justice measures, reducing reoffending and keeping communities safe.

**Includem prevents** family breakdown and the unnecessary use of residential care. We address problematic behaviours and underlying support needs and help parents/carers to better support young people.

**Includem responds** immediately to provide crisis support, reducing immediate risk of harm, and stabilising difficult situations while assessments happen and longer term plans are made.

**Includem empowers** young people during transitions to engage with other services, build independent living skills and strengthen family and other support networks.



## OUR IMPACT

**9,620**  
calls from 489 young people to our free 24/7 support helpline

"Includem helped me to see all the people in my life and who was close to me and who wasn't. I've learnt to deal with things differently from before, like my feelings"  
– young person in Fife



**33,380**  
hours of work with young people outwith 'normal' working hours (that's 40%)



Supported  
**578**  
young people and their families



"Things are going good now and Includem has really helped me through the times when things were really difficult. You remember all the times I used to run away and how bad my behaviour was. I don't do that stuff now."  
– young person in Glasgow

**94,376**  
hours of work with young people

### Providing support in a crisis

All too often when young people need crisis support the services they need are not available to them. Includem responds immediately to provide that support, reducing the immediate risk of harm and creating opportunities to develop a relationship of trust.

The nature of a crisis is that it can happen anywhere, at any time. Our staff work in a flexible way so that they are available when young people need us most – day or night. Through a 24/7 responsive helpline young people can always be in touch with us and get support they need.

Patrick was referred to us at age 15 because of violent offending and drug and alcohol misuse. The referral came at a weekend with the aim of averting serious harm from his risk taking behaviour. Throughout his time with Includem's services both Patrick and his mum used our 24/7 helpline to avert crisis – this became a lifeline at points of most need.



### Helping young people remain part of society

Includem delivers community alternatives to custody and secure care. These alternatives help reduce offending and keep communities safe whilst offering better outcomes for young people.

At the heart of what we do is a one to one relationship based support focused around our cognitive toolkit, A Better Life, which provides a framework for intervention. This toolkit is used to design a bespoke, individualised programme that targets and stops harmful behaviour and negative influences including around alcohol and drugs.

Our focus is on getting better and more sustainable outcomes for young people, but we also know that safely maintaining challenging young people in the community is of financial benefit to local authorities, and for society at large.

Patrick had a number of charges when he started working with us and there was a significant risk of these escalating to the point of a custodial sentence.

We put in place a series of planned and unplanned contacts to address the negative influences on his behaviour and to challenge his alcohol and drug use.

Through focused work we reduced his offending and improved his relationship with his mum to ensure he had a secure home.



### Helping rebuild family relationships

Includem aims to prevent family breakdown and the unnecessary use of residential care by helping parents and carers better support young people.

Getting It Right For Every Child is about acting in every child's best interests, but when young people on Supervision Requirements don't get the right services and support to help them and their families, this leads to poorer outcomes for all.

Young people do not exist in isolation – we work with their family and other people around them to reduce the need for compulsory measures and the risk of residential care.



When Patrick was referred to us his father was serving a life sentence and he was on a Home Supervision Order due to both his behaviour and child protection concerns. He was at risk of being accommodated due to his mum struggling to cope with him. We put in place structured sessions not just with Patrick but with his mum so she felt more able to manage his behaviour and communication between them both improved. This secured Patrick's housing needs but more importantly ensured he had a stable and positive relationship in his life.

### Raising attainment for all

We know from experience that young people are ready to learn only when they are emotionally stable, with positive relationships in their life and where they attend school on a regular and consistent basis.

The focus of our work is with the young person outside the classroom. By putting in place structure and routine and managing challenging behaviour at home through support to parents, we create a stable family life which is critical to the young person's personal development and to their educational achievement.



Patrick had dropped out of school months before he was referred to us. He had no ambition to return or to seek out other training or employment opportunities. He was defeatist and disengaged. We put in place routines and structure, and started to build up his self-esteem so that he did see a positive future. This allowed him to gradually return to school and to begin to engage in education again. Most importantly, he now has the confidence to begin thinking about college courses and his ambitions for the future.



After working with Patrick for 11 months he transferred onto Includem's Transitional Support programme and received additional, tailored help for a further five months. At the point of exit from Includem he had been supported to attend college interviews, register with addictions services, and was secured in his own tenancy. He still had challenges in his life but he now had the resilience to deal with them in a way that led to positive outcomes.

### Supporting young people in transition

Includem helps young people become adults by helping them build independent living skills to connect them with society and the people in their lives.

Making the transition to adulthood is difficult for most young people, but for the most vulnerable it is especially daunting. We provide support for young people making transitions not just into adulthood, but often away from the criminal justice system or other statutory services.

Without the gradual tapering of support young people find themselves alone and overwhelmed by the demands of full independence. Includem's specific Transitional Support programme helps with meeting needs around housing, employability, training, mental health and accessing mainstream services.

Our consistent commitment to young people helps them overcome the painful legacy of their early lives and meet the challenges of their current situation.