

# INCLUDEM Intensive Support Services Support Service

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Telephone: 0141 4270523

Type of inspection: Announced (short notice)  
Inspection completed on: 9 March 2018

**Service provided by:**  
INCLUDEM

**Service provider number:**  
SP2004006905

**Care service number:**  
CS2010248291

## About the service

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

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."

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.

Each young person, and their families where applicable, will be working on at least one of the following aims;

- safety in the community
- preventing secure care
- reduce offending
- reduce risk taking
- improve attainment.

## What people told us

We spoke with five young people by telephone. They all held the service in high regard and cited staff as the major positive of the service. Comments included:

"the workers are brilliant - really nice - I have a very good relationship with them".

"they have helped me change my lifestyle for the better - I feel safer now".

"they have helped me get along with my family - things are a lot calmer now".

"things are better since they have been involved - I can chat to any of my workers about things that are bothering me".

"I get on with (staff member) very well - without their help I would still be offending".

We spoke with seven parents/carers by telephone. They were all very positive about the service citing staff and communication as major strengths. Comments included:

"workers are brilliant - really good - they have made a big difference to (young person)".

"the best service we have ever worked with - they have supported us through difficulties and incidents".

"communication is very good - the helpline is very good in helping me cope".

"I don't know what we would do without them - they have helped keep the family together - the helpline is great for help".

"they have helped (young person) get along with the family".

"great service - outstanding - (young person) has a strong relationship with his workers".

"staff are really nice and approachable - I always have someone to talk to".

"a fantastic service, I can't fault them - I wish I had help like this before".

We spoke with seven social workers. Views of the service were positive, with communication and ability to form relationships with young people cited as major strengths. One social worker, although very positive about the service overall, felt that communication could be improved.

Comments included:

"staff are committed - really focused on the welfare of young people - they work well with us - communication is effective".

"communication is fantastic - I couldn't fault the service in any way - they have helped keep the family together".

"brilliant service - I can't fault them - they have made a huge difference".

"a massive help - staff are great - they have supported (young person) to avoid secure and helped him re-engage with school".

"a great service - very easy to work with - young people form strong relationships with their workers and trust them".

"really on the ball - they are focused and child-centred - they have made significant progress with the two families they work with".

"communication is good - workers are very good - they engage very well with the young person and their family".

"good work done short-term regarding transitions - a very positive service".

"workers are really good and engage very well with young people".

"an excellent service - child centred".

## Self assessment

The service had not been asked to complete a self assessment in advance of the inspection. We looked at their own improvement plan and quality assurance paperwork. These demonstrated their priorities for development and how they were monitoring the quality of the provision within the service.

## From this inspection we graded this service as:

<b>Quality of care and support</b>	6 - Excellent
<b>Quality of staffing</b>	6 - Excellent
<b>Quality of management and leadership</b>	not assessed

## What the service does well

We looked at the quality themes of 'Care and Support' and 'Staffing' at this inspection.

We found that INCLUDEM Intensive Support Services offered excellent support to young people and their families. Interventions resulted in significant, and sometimes dramatic, changes in young people's behaviours and/or family dynamics.

The major strength of the service was the workers ability to form and maintain purposeful and positive relationships with young people and their families very quickly. Each young person and their family were allocated a team of two to four workers, dependent upon need and complexity. Parents/carers and young people told us that they "got on well" with their workers.

Excellent support planning was in place based around the Scottish Government's Getting It Right For Every Child (GIRFEC) wellbeing Indicators of Safe, Healthy, Achieving, Nurtured, Active, Responsible, Respected and Included (SHANARRI). Young people, their families and, where applicable, other stakeholders were involved in support planning and review. Young people were at the centre of this activity with plans focused on one or more of the following areas:

- safety in the community
- preventing secure care
- reduce offending
- reduce risk taking
- improve attainment.

We saw, and were told by parents/carers and social workers, examples of where significant changes in lifestyle had been achieved by young people and their families. A quarterly 'Activity and Impact' report, circulated to stakeholders, evidenced effectiveness of interventions.

Excellent risk assessment arrangements were in place and work was taking place at inspection to further improve in this area.

The service employed a range of 'Tool Kits' including 'Better Lives', 'Working with Families' and 'Offending and Risk Taking Behaviours'. These kits provided a shared framework for young people, families and workers to base their interaction upon.

A 24 hour helpline service was available to young people and parents/carers. We saw, and were told of the effectiveness of this service.

We formed a view of a skilled, knowledgeable and motivated staff team. Workers we spoke with, and the seven returned 'Staff Questionnaires' we received, evidenced a clarity of task and a commitment to their work.

We saw that robust staff recruitment procedures were in place that included all relevant checks and references. Young people were involved in staff selection either as observers at the group discussion component of recruitment or at the 'formal' interview component.

Staff described an excellent induction process that included shadowing experienced colleagues and familiarisation with key policies and procedures. A six month probationary period was in place that could be extended if required. This ensured that appointed staff were of the highest calibre.

Staff had access to a broad range of training opportunities including HNC, SVQ 3 and 4, suicide awareness, child sexual exploitation, autism, parental substance misuse, leadership skills and child protection. All staff were trained in Crisis and Aggression Limitation and Management (CALM), a range of de-escalation techniques.

The majority of the staff team were registered with the Scottish Social Services Council (SSSC) and plans were in place to incrementally register all staff. Staff we spoke with showed an excellent understanding of the SSSC Code of Practice.

Staff felt very well supported by management. Informal daily support was complimented by an excellent supervision and meeting model.

We concluded that the service was well staffed, managed and led.

## What the service could do better

The service should complete its review of risk assessments for both young people and staff. The service should ensure that all staff are aware of their requirement to register with the SSSC.

## 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](http://www.careinspectorate.com).

## Inspection and grading history

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