

# Care service inspection report

Full inspection

## Inclusion Alliance Support Service

John Cotton Business Centre  
Unit 20  
10 Sunnyside  
Edinburgh



HAPPY TO TRANSLATE

Service provided by: Inclusion Alliance Limited

Service provider number: SP2004006231

Care service number: CS2004064935

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	6	Excellent
Quality of staffing		N/A
Quality of management and leadership	6	Excellent

### What the service does well

People received an individual service, designed around their interests and needs. They were supported to have an active and interesting week and to achieve their potential. People were encouraged to try new things. The service supported people to explore employment opportunities and to make meaningful friendships.

The service listened to and adapted to what service users and their families wanted.

Staff enjoyed their work and turnover was low. Staff showed commitment, warmth and respect for service users.

The service was well led. Managers ensured staff were up to date with their skills and knowledge and kept abreast of policy, trends and good practice.

### What the service could do better

We made a small number of suggestions to further improve this excellent service.

### What the service has done since the last inspection

For those without speech, support plans now included a record of potential signs of distress and discomfort.

Recognising a gap in provision, the service had set up a new drama group.

Senior staff had completed 'Train the Trainer' courses.

Managers were working with the Transitions Team to promote the service to school leavers.

The service had taken part in the City of Edinburgh Council's Day Care Commissioning consultation/review.

New Board members had been recruited.

The service had acted on the suggestions made at the previous inspection.

### Conclusion

People received a consistent, reliable, high quality service which allowed them to participate actively in the community. The service met the new principles of the National Care Standards.

# 1 About the service we inspected

**Inclusion Alliance** was formed by a group of parents, to offer people individual, person centred day care. The service is registered to provide support to adults with learning disabilities. The service is provided Monday to Friday, flexibly between the hours of 7.30am and 5pm.

The service was delivered in the community and managed from an office base in the John Cotton Business Centre, Edinburgh.

Staffing consisted of a manager, assistant manager, senior support worker, administrative assistant and around thirty support workers.

The principle objectives of Inclusion Alliance include:

"To provide a unique, high quality, dedicated one-to-one service to a group of people with high support needs based on the ethos of inclusion and person-centred planning and to promote learning and personal growth through purposeful real life experiences in education, work experience and social activities."

At the time of the inspection there were twenty people using the service.

## 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 6 - Excellent**

**Quality of staffing - N/A**

**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](http://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

This report was written after an unannounced visit to the service on 4 May 2016 followed by a visit on 6 May. We met three people and their staff during their daily activities on 12 May 2016 and six people and staff at the drama group on 30 May 2016. Feedback was given to the Manager on 30 May 2016.

From the 1 April 2016 the way in which we carry out an inspection has changed. In highly performing services, inspections will look at two Quality Themes, in order to be more proportionate and targeted in our work. This service is eligible for this type of inspection.

At all inspections we will consider:

- Quality Statement 1.3 "We ensure that service user's health and well-being needs are met."

Based on our knowledge and intelligence of this service, we chose to look at:

- Quality Statement 1.5 "We respond to service users' care and support needs using person centered values."
- Quality Statement 4.3 "To encourage good quality care, we promote leadership values throughout the workforce."
- Quality Statement 4.4 "We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide."

### 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](http://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.

We received a fully completed self assessment from the service. We were satisfied with the way in which the service provider had completed this and with the relevant information they had given us for each of the headings that we grade them under. They identified what they thought they did well, some areas for development and any changes they planned.

The service assessed that they were excellent across all aspects of the service. We felt that this was a fair evaluation and that the service would continue to work to maintain this standard.

## Taking the views of people using the care service into account

During the inspection we met two service users when they dropped into the office with their support staff. We observed that they were welcomed and were comfortable and made themselves 'at home'. We observed two people at the ice rink and joined them and another person for lunch afterwards. We also joined the drama group (six people) for one afternoon session.

Comments and observations are included in under the quality statements.

## Taking carers' views into account

Prior to the inspection we asked the service to distribute twenty Care Standards Questionnaires. We received five completed questionnaires which were

completed by a relative on behalf of a service user. All respondents were very satisfied with the quality of the care and support.

Comments are included under quality statements.

## 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: 6 - Excellent

#### Statement 3

“We ensure that service users' health and wellbeing needs are met.”

#### Service Strengths

We chose to look at this statement in order to evaluate the service's knowledge of and contribution to the Government's Keys to Life Strategy.

The Scottish Government wants people with a learning disability to live longer, healthier lives. We found that this service had an excellent understanding of these aims and had shared the emphasis on health improvement with relatives through newsletters.

We found that this service had an excellent understanding of its role in promoting health and wellbeing and in tackling the inequalities faced by people with a learning disability.

The service delivered an individual programme of activities which were enjoyed and were satisfying. The service promoted healthy lifestyles. People were supported to be as active as possible through walking, swimming, drama. Making connections and socialising were also encouraged. People were involved in their communities, had gained new friends and learned new skills.

Each person had a detailed support plan, developed with them and their families and based on their wishes and needs. Support was frequently adjusted to suit the individual and their family. Risks were identified and the safeguards were detailed. For example, because of the time spent outdoors, this included sun protection. Support plans and risk assessments were current and were up-dated promptly if there were any changes. For example, following an accident or incident.

We noticed a slight increase in recorded incidents from 2014 to 2015. Incident records were full and detailed, issues were passed on to family/carers and each incident was reviewed by the manager. We saw a small number of incidents which involved restraint. We were satisfied that this was minimal and appropriate, for example keeping someone safe around vehicles, preventing someone opening a car door when moving.

Staff knew service user's very well, we observed them pay close attention to people's needs. Activities were quickly adapted to changes in enjoyment or mood, often through interpreting body language. For example, staff had recognised that one person didn't want to go to the ice rink and this was respected. We saw that staff took their cue from people when they wanted to leave after the group lunch.

Disability Distress Assessments (the DisDat tool) had been completed with service users, families and staff. These contained clear information about behaviour which might indicate distress or discomfort, such as covering eyes, repetition. Whilst not in the format of a hospital passport, these would be useful for sharing with NHS staff should people be admitted to hospital, to increase understanding and help ensure good outcomes for people.

Moving and handling training and written guidance was in place. For example, use of a service user's car which contained pictures to illustrate safe practice. Hoist guidelines had been developed with professional advice.

The Manager had discussed falls with staff. He confirmed that this was covered in the first aid training. All parties were notified of any concerns. For example, we saw that when bruising was noticed this was recorded and the information passed on. We discussed a newly published document which the manager said

could be useful for team training: Injury and fall prevention for people with learning disabilities, available at: <http://hub.careinspectorate.com/media/291646/injury-and-fall-prevention-for-people-with-learning-disabilities-resource-guide.pdf>

Staff were able to support people to attend health appointments if requested. Support could also be provided to people whilst in hospital. The managers saw this as a valuable way of maintaining consistency and helping with communication.

Health and safety procedures in place. For instance, infection control procedures, medication. The service had made staff aware of the Scottish Social Service Council (SSSC) SafeMed 'App' which staff can download onto phones or l pads.

Where parents wished, staff carried VOCAL emergency cards containing details of the assistance the service user would need if their worker became unwell.

Adult Support and Protection procedures and training was in place. Staff had also been shown the App from SSSC. This meant staff could follow good practice when they were out an about. The service had appropriately passed one area of concern to the Council. The managers had requested Adult Support and Protection training at level 2 and level 3 with the Council.

Communication logs for each service user had recently been introduced to each person's file to record the ongoing dialogue with families, other agencies.

Staff demonstrated a very good understanding of professional boundaries and the need for working in a transparent and safe way.

### **Comments from service users' included:**

"Staff know how to support me through my care plan."

### **Comments from relatives included:**

- "Support plan gives detailed information on where support is needed on a personal level, on health issues and food likes and dislikes."

- "Epilepsy training is up-dated regularly and staff can request extra training if they feel they need."

### Comments from professionals included:

- "Managers and usually a worker attend (the service user's) accommodation reviews where his activities with Inclusion are discussed. If any changes need to be made then they are discussed and agreed on by all."
- "Staff are acutely aware of their client's behaviour patterns and moods. Staff often identify triggers, anticipate problems and de-escalate potential situations which might compromise service user safety."
- "Professional boundaries are maintained. From reading reflective accounts submitted as evidence from staff undertaking SVQ's I know that well-being and protection is certainly understood and staff have on occasions needed to exercise duty in this area."

### Areas for improvement

We suggested seeking advice and support from the CLDT Nurse or a dietician regarding one person's weight/health.

We shared an Adults with Incapacity register for the service to collate the details of any legal powers in place, i.e. Guardianship. The Manager agreed to gather this information.

### Grade

6 - Excellent

**Number of requirements - 0**

**Number of recommendations - 0**

## Statement 5

“We respond to service users' care and support needs using person centered values.”

### Service Strengths

The Scottish Government wants people with a learning disability to be supported to participate fully in all aspects of society, to prosper and be valued contributors.

We found that this service had an excellent understanding of these aims which were a close fit with Inclusion Alliance's objectives.

The service ethos of working for people, involving people and delivering choice was apparent at all levels. Before using the service, people met the managers to discuss the service and ask questions. A DVD showed examples of the activities people had tried and their views about it. The service had a wealth of information about what activities and events were available. Information was available in easy read. Current activities included: ice skating, social clubs, cinema, college and volunteer work.

Each individual had one to one support from staff (or two to one, where required). Staff were matched to service users so that they had similar interest and suitable skills. Staff worked in partnership with parents/carers. We heard about very good communication and collaboration.

Everyone had their own weekly plan. There was excellent use of pictures and photographs so that service users knew what was planned each day and to help them make choices. They also contained communication notes and details of people's use of language and its meaning. Programmes were quickly changed if the activities were not enjoyed or unsuitable. Support plans included people's future aspirations. The service excelled at finding activities and experiences that might suit people. When they found a gap in provision, they started up a drama group. This had proven to be very popular and the group had performed to families. Records and photographs evidenced the range of activities people were involved with, e.g. visiting county parks. The service challenged others

where they felt barriers were placed in people's way. For example, health and safety objections to someone attending a woodwork class.

During the inspection two service users popped into the office. One person liked to help with paper shredding and the other person had enjoyed helping with office cleaning in the past. Another service user liked to assist with administrative jobs like putting letters in envelopes. The managers said that these experiences could help people develop routines and were useful experiences when looking for other volunteering or employment opportunities. Interactions were warm and respectful and at a pace to suit each person.

Through spending time with two groups we observed staff offer praise and reassurance. They were observant of the person's needs and wishes. We saw activities were not forced if the person didn't want to, perhaps because they were tired, however people were encouraged to join in, to have fun and to develop skills and confidence.

People's outcomes were recorded and evaluated. Successful activities were shared with the team and discussed at reviews all involved. The service also prepared detailed, outcomes focussed reports for funding reviews.

People could rely on the service. There was a low staff turnover rate ensuring consistency and stability, which was valued. Sickness absence was also low. When covering absence the service user's weekly routine was maintained and support was provided by someone they had met.

### **Comments from service users' included:**

- "It's going well. The staff are doing a good job. Here I am!"
- "The service allows me to get involved. Staff treat me as an individual. I feel very safe with my workers. Days are planned at my pace. I tell the service if a support worker has been unsuitable. I can phone the office if I have a concern."

**Comments from relatives included:**

- "The service encourages my son to make choices. Staff are vigilant, observant and trained in supporting my son. I believe he feels safe with his worker as he trusts him and goes out every day with him. My son is respected, always addressed as a friend. Staff make sure he is dressed appropriately and chat to him. The staff member has been with my son for about seven years. Staff who cover holidays, illness etc. are known to me and my son, they have access to the support plan and weekly timetable of activities. They regularly look for new things to do."
  
- "My son has a core of three workers who have got to know his likes and needs and he is very happy. I know he feels safe because he is always pleased to see his carers and happy to go with the every day. I am pleased he has younger staff supporting him as they are able to connect with him and understand him. My son is comfortable with the support plan and with the care workers that support him. As a result he has the confidence to suggest activities he really wants to do, e.g. bookshops/library. He is also supported with money, budgeting, travel, time, etc. The staff give my son the encouragement to do his best, encourage his communication skills, problem, solving, manners. Due to sickness and holidays he may have a relief member of staff. It has always been someone that has shadowed a core worker and he has always liked the relief staff. Inclusion knows the kind of person that would suit my son."
  
- "My relative feels safe in the care of Inclusion Alliance, they are like my extended family and would be deeply unhappy without this service."

**Comments from professionals included:**

- "Overall (our service user) seems happy with his service from Inclusion."
  
- "Our service user always received info regarding the service and was given the opportunity to participate in this discussion. The service provided was based on the activities and interests the service user had. (They) maintained the horse riding activity despite the Scottish inclement weather. The service user really enjoys attending this service."

- "Involvement and participation is not tokenistic - I have witnessed people contributing to staff meetings and planning for social activities for example. Positive outcomes include young adults being enabled to join leisure activities, travel on public transport, belong to social groups, participate in learning - all of which would not have been possible without the support from their staff. The service is definitely person centred and there is an emphasis on making sure the match is right between supported person and supporter."
- "It is evident that staff show the clients respect and good humour and are encouraged to engage with whoever might be present. Service user outings are client driven rather than dictated by the support worker and service users are encouraged to try out new activities."
- "The 1-1 workers have worked hard over the years to establish a wide range of things that (service user) enjoys doing. Some of these are things that he has done for a long time. Some activities don't last as long, but it's been recognised that it no longer suits his needs and an alternative is found. He uses photos/or a tablet/phone to look at different places & activities to choose what he'd like to do. There is always some routine, as that's what suits him the best. All of his Inclusion Alliance staff are aware of this."
- "I have always found the service adopts a person centred approach and work in partnership with service users and families in devising individual packages of care and weekly programmes of activities. In all my cases there have been successful outcomes. They successfully devised individual activity programmes for people with learning disabilities and autism, providing appropriate levels of individual support. This has included supporting clients with autism and challenging behaviour to successfully access community resources, supporting others to attend college and others resources in the community. I have seen clients several years later and witnessed how the support has developed their independence skills, confidence and generally improved their quality of life. This long-term consistent support for the young people and the carers provides the greatest, positive, long-term, outcomes."
- "The service user will let us know by his behaviour if he is happy or not. His

family is very involved in influencing the service he receives and this is person-centred taking into account what is known to work for him as well as offering new opportunities for him to try. We recently had a review attended by family, Inclusion Alliance and our staff and managers. We are currently working jointly to try to manage some recent behaviour changes in order to achieve the best outcome for him."

### **Comments from staff included:**

- "We spend time matching staff to service users, sometimes this takes two to three months to set up, but is time well spent to get it right."

### **Comments from people included:**

- "Staff know how to support me. Staff treat me with dignity and respect and assist me to be included in aspects of every day life. On-going encouragement to be as independent as possible without stressing me out by asking too much of me. Staff need to know when to take a step back and not hassle me to do things I find difficult. The staff know when I am unhappy or stressed about something and will do their best to find the reason for this by reviewing recent events and possible causes. The amount of time I am allowed is at the discretion of the Social Work Department."

## Areas for improvement

Managers agreed they would improve the recording of six monthly support plan reviews to evidence the process of involvement and consultation.

## Grade

6 - Excellent

**Number of requirements - 0**

**Number of recommendations - 0**

## Quality Theme 3: Quality of Staffing

Quality theme not assessed

## 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 found that the performance of the service was excellent for this statement.

Staff had job descriptions which set out their tasks and responsibilities. Support Workers usually worked on a one to one basis with individuals. They were supported to work autonomously and be accountable for their practice. Staff were expected to use their initiative, for example, in the event of any service user emergency, although they had access to management back up and on-call.

Staff received induction and mandatory. Additional, person specific training was added as necessary. All training was evaluated to see if staff found this useful and relevant to their work.

Staff had very good opportunities to share and learn from each other. Team minutes evidenced wide-ranging discussions, for example, safe working practices, risk assessments, SSSC Codes of practice and topical news such as the review of the National Care Standards.

Staff confirmed that they had opportunities to gain a qualification. The service had two SVQ assessors. Two staff were currently undertaking SVQ 3. The service planned to increase this number which would help to raise the percentage of qualified staff (currently forty-four percent compared to the national average for day care services of sixty-three percent).

Managers carried out work practice observations on a regular basis. This enabled them to praise and motivate staff and also address any areas where

development was needed. Staff received an annual performance appraisal. The manager said that they took steps to guard against complacency where staff might have worked with a service user for a long time, encouraging new ideas and activities.

We saw staff act with confidence and show initiative. For example: setting up the drama group, finding premises, developing scripts and creating costumes.

Staff said they had significant influence and that they felt managers trusted their judgement and valued their opinions. They enjoyed building and maintaining relationships with family.

The service was working hard to retain experienced staff. The Manager said formal 'acting up' opportunities would be considered when necessary and was keen to look into other roles for staff to 'lead' and area of practice.

### **Comments from relative's included:**

- "A letter from the manager in April 2016 explained the training that takes place."
- "Staff have the support and backup of management if needed. Staff are always on time and do the hours they are paid for."

### **Comments from professionals included:**

- "In general the staff are open and honest who communicate with the housing support team I manage."
- "(The manager) is a very capable and responsible manager who leads by example and is an excellent role model, especially with learning and development and continuous professional development."
- "I have known this service and many of the staff for around eight years. Staff are extremely committed to the individuals they support and see the work they do as more than just a job. I am frequently impressed by the varied career backgrounds, experience and pre-existing knowledge of the support workers, their age ranges and their ethnic origins. When teaching

I use a questioning which often results in the staff coming up with the correct answers themselves, which encourages retention and increases their self-esteem. Management willingly attend and contribute to my training sessions, passing on their experience and knowledge. I am heartened and impressed when staff demonstrate retention of facts I previously imparted to them a year ago, this demonstrates good retention and enthusiasm for the subjects."

- "There is good communication between workers and our staff. There is always a handover before the person leaves and when they return at the end of their day. If any issues arise then there is a three-way discussion with the service user to work out what might not have worked and to try to figure out why."
- "Most of the contact is with the support workers who support (service user). In over four years I have had few issues with the staff and any issues I have had have been resolved promptly when taken to management."

### **Comments from staff included:**

- "I have been offered SVQ but not taken it up yet. There are team meeting or we get a briefing. The morale is good."
- "It's a friendly organisation to work for."
- "In this role there is scope for us to draw on our own abilities and interests."

## Areas for improvement

We suggested that staff development could also include preparing topics for team meetings, chairing meetings, observing Board meetings.

## 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 found that the service had excellent systems to assure the quality of the service. There was a statement which set out the opportunities for service user and family participation.

There was an annual quality assurance survey. We saw from the most recent survey (2015) that satisfaction remained high. We saw a summary report of the survey findings. This was sent to all parties. A few areas were identified for further action and these were being addressed.

Quality was also assured through:

- Regular contact between managers and service users
- An open door management approach
- Contact with parents by telephone, parents' meetings, newsletters
- Direct observation of staff practice
- Outcomes focussed reviews
- Audits of incidents
- Service user and family representation on the Board.

As there had been a few new appointments, the service was planning a 'Meet the Board' event in July.

The service had acted on all of the areas for improvement identified at the previous inspection.

We saw that the service maintained very good links with other agencies. This meant it was up to date on new policy and good practice. The Manager used examples of poor practice taken from SSSC website as awareness raising for staff.

The Manager said he would request a performance review from the Board.

The service planned to improve its website. It hoped that this would provide an additional way for people to give feedback on the quality of the service.

Managers worked well with us in our regulatory role and showed a high level of commitment to continual improvement.

### **Comments from relatives included:**

- "The staff and management are completely loyal to the service and are committed to the work they do. If I had a concern or complaint I would speak to the manager and/or deputy manager to try to resolve any dispute. I would like management and staff to be amply rewarded for the work they do. They are not valued enough for the work they do to keep our sons/daughters safe and secure in their everyday lives. I would like to see this commitment rewarded in their pay packets as they have not had any increase for a number of years which is scandalous."
- "I rely on the management staff to look after my (relative's) interests, which they do very well and I have no concerns that the staff are adequately supported in the job they do, which can be stressful and challenging."
- "An excellent service. It is small and staff and families are known to management and the Board. This makes a difference to attitudes and outlook. Staff have excellent attitude as well as aptitude for the job. I feel staff should be better paid. It is not something the organisation can change but needs society to appreciate care workers more and for Council's and Governments to admit that they do a great job for little monetary reward."
- "The office staff are very approachable and I know I can phone and speak to someone straight away. We also have reviews, parent's meetings and AGMs where views are listened to."
- "Regular reviews, management available to speak on phone at any time."

**Comments from professionals included:**

- "The managers are always in contact if there are any issues and we work together to ensure consistent support for the service user. We have regular contact with the managers to keep them informed of any major changes in our service and ask for feedback. This is a great example of joint working."
- "I am confident that service users are in "very good hands."
- "I have observed relationships between staff and the people they support when I have visited the office. There is a very inclusive atmosphere. From reflective accounts about reviews and planning of services, I know that involvement is embedded in the service."

**Areas for improvement**

Inclusion Alliance should continue to monitor and maintain the excellent quality of service. The service should continue to be rigorous in identifying any areas for improvement and implementing action to address these.

**Comments from professionals included:**

- "Our service user does get frustrated when there are staffing changes (sometimes at short notice) due to his staff being asked to work elsewhere on a day that they would typically be with him. He does have a dedicated team but when there is sickness/annual leave on someone else's team, one of his regular workers is asked to work elsewhere, and an agency worker is assigned to work with him. We have discussed this with managers at Inclusion Alliance. This is something that has improved over the years, but does still occur, and has been doing more so of late. Our ideal would be that he is covered by his usual people all the time, unless there is sickness or annual leave within his own little team."

The manager was aware of this. He said that a member of staff had left and he was working to find the right match of staff for this person.

### Comments from staff included:

- "I feel should be better paid, I believe managers are discussing this with the Board."

### 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	
5 Dec 2013	Announced (Short Notice)	Care and support Environment Staffing Management and Leadership	6 - Excellent Not Assessed 5 - Very Good 5 - Very Good
30 Nov 2012	Unannounced	Care and support Environment Staffing Management and Leadership	6 - Excellent Not Assessed 5 - Very Good 5 - Very Good
23 Dec 2010	Announced	Care and support Environment Staffing Management and Leadership	5 - Very Good Not Assessed Not Assessed Not Assessed
19 Oct 2009	Announced	Care and support Environment Staffing Management and Leadership	5 - Very Good Not Assessed 5 - Very Good 4 - Good
27 Sep 2008	Announced	Care and support Environment Staffing Management and Leadership	5 - Very Good Not Assessed 4 - Good 4 - Good

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is c?nain eile ma nithear iarrtas.

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