

# Executive Suites at 3 Bridges Care Home Service

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**Type of inspection:**  
Unannounced

**Completed on:**  
14 January 2026

**Service provided by:**  
Northcare (Scotland) Ltd

**Service provider number:**  
SP2003002314

**Service no:**  
CS2014325015

## About the service

Executive Suites at 3 Bridges is a purpose built care home registered for 22 older people who may be living with a dementia and/or physical disabilities. The provider is Northcare (Scotland) Ltd.

The accommodation is divided into two suites, both located on the top floor. Buchanan Suite supports frail or elderly people with nursing needs, while Duke Suite supports people living with a dementia. Each suite has its own lounge/dining room and offers quiet communal areas for residents and visiting relatives.

All bedrooms include en suite shower facilities. The home also benefits from an accessible garden, cinema room and a private dining room. It is situated in the southside of Glasgow, close to local amenities and transport links.

At the time of the inspection, there were 18 residents living in the home.

## About the inspection

This was an unannounced inspection carried out on 13 and 14 January 2026 by two inspectors from the Care Inspectorate. In preparation, we reviewed a range of information about the service, including previous inspection findings, registration details, information submitted by the service, and intelligence gathered since the last inspection.

In making our evaluations of the service, we:

- spent time with and spoke to seven people who experience care
- spoke with four relatives and received questionnaire feedback from a further five people
- spoke with 10 staff members, including members of the management team
- observed practice and daily life within the home
- reviewed relevant documents.

## Key messages

- People felt respected because their choices and preferences were supported by a stable staff team who knew them well.
- Staff and management were responsive to changes in health and wellbeing.
- There was a shared commitment to ensuring people benefited from a high-quality, well-presented environment throughout.
- There was effective oversight from a committed, responsive and accessible management team.

## From this inspection we evaluated this service as:

In evaluating quality, we use a six point scale where 1 is unsatisfactory and 6 is excellent

How well do we support people's wellbeing?	5 - Very Good
How good is our setting?	5 - Very Good

Further details on the particular areas inspected are provided at the end of this report.

## How well do we support people's wellbeing?

5 - Very Good

We found significant strengths in aspects of the care provided and how these supported positive outcomes for people, therefore we evaluated this key question as very good.

People experienced care delivered with warmth, kindness and compassion. They appeared relaxed in the company of staff, and relatives were confident in the quality of care. One relative told us, "I feel confident that my mother is receiving proper care. I don't have to worry about her." A person using the service said, "Staff are wonderful. I feel safe and I know they are here for me."

Stable staffing and established core teams meant people benefited from consistent relationships with staff who knew them well, which promoted trust, reassurance, and a strong sense of security.

People had access to a range of meaningful activities, including movement sessions, art classes, beauty therapy, church services, and outings. These opportunities supported positive outcomes by promoting engagement, purpose, and enjoyment. People who did not enjoy group activities, would benefit from more one-to-one engagement. We were reassured to see this had been prioritised for improvement, and staff were committed to enhancing this further. Ongoing community connections are important in supporting people's wellbeing. Intergenerational visits from the local nursery had previously been well received, re-establishing links like this would help people stay connected with their community.

Mealtime experiences were well organised and positive, with several important strengths supporting nutritional wellbeing. The chef used tasting menus effectively, so meals reflected people's preferences. Interactions were warm and familiar, which contributed to a calm and dignified atmosphere. Staff demonstrated good awareness of special diets; fortification was used appropriately for those at risk of weight loss; and modified texture diets were well presented. People who preferred to eat in their rooms were well supported. The service catered effectively for specific dietary needs, including vegetarian options, and people were very positive about the quality and quantity of food. One person told us, "I can't complain. It's very good. They feed us well." However, choice was not always maximised particularly for people who benefit from visual cues. Drinks were sometimes poured automatically rather than offered, and visual prompts (such as show plates or pictorial menus) were not used consistently, representing a missed opportunity to support meaningful choice.

Staff demonstrated strong knowledge of people's needs and responded promptly to changes in health. Effective liaison with external professionals and a good relationship with GP ensured timely medical input. Records showed staff followed clinical guidance consistently, contributing to good health outcomes.

Medication was well managed. Robust systems and management oversight ensured people received medicines safely and as prescribed. There were regular reviews.

Personal plans were of a good standard and reflected a positive start to implementing the new electronic care planning system. Personal plans were person centred and developed with meaningful involvement from people. They provided clear guidance for staff on needs, preferences, and risks, supporting safe and consistent care. Daily records were maintained; however, these would be strengthened by being more evaluative, particularly in describing how people spent their day. While overall record keeping was clear, fluid monitoring could be improved to enhance oversight of hydration.

## How good is our setting?

## 5 – Very Good

We evaluated this key question as very good, as significant strengths positively impacted people's outcomes and clearly outweighed areas for improvement.

People benefitted from high quality, well maintained facilities. The Executive Suites were bright, modern, and attractively presented, reflecting the provider and staff team's strong commitment to creating a pleasant environment. Staff took evident pride in ensuring the home was clean, tidy, and welcoming, which contributed to a safe and comfortable place to live.

Staff were knowledgeable about infection prevention and control (IPC) practices, supported by regular training, observed practice, and ongoing management oversight. This helped ensure that cleanliness and hygiene were maintained to a consistently high standard.

The accommodation was spread across two floors with lift access, and people had a choice of well decorated lounge and dining areas. All bedrooms were single, with ensuite wet floor showers that promoted privacy and dignity. People were supported to personalise their rooms, helping to create a homely and individual space.

There were several communal areas where people and their families could spend time together, with furniture arranged to encourage social interaction and comfortable rest. People also benefitted from access to a cinema room, which helped them stay connected with relatives and friends, and a private dining room that was used to celebrate special occasions.

A suitable range of equipment was available to support people's needs, and the building included some orientation signage for those living with dementia. The well maintained garden offered safe outdoor space for fresh air and meaningful activity, and residents told us this was particularly important to them during warmer months. The garden was freely accessible from lounge areas, supporting independence.

The home had a friendly, welcoming atmosphere and was maintained to a consistently high standard, with no unpleasant odours.

People described the environment as "beautiful... clean, bright, and welcoming." Management maintained good oversight of the environment through their improvement plan, and maintenance records were clear, demonstrating a robust approach to identifying and addressing required work. As a result, the environment was safe, secure, and supported freedom of movement.

## 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).

## Detailed evaluations

How well do we support people's wellbeing?	5 - Very Good
1.3 People's health and wellbeing benefits from their care and support	5 - Very Good

How good is our setting?	5 - Very Good
4.1 People experience high quality facilities	5 - Very Good

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