

Glasgow City Council, Social Work Services, Home Care Service - South Support Service

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Type of inspection:
Unannounced

Completed on:
4 February 2026

Service provided by:
Glasgow City Council

Service provider number:
SP2003003390

Service no:
CS2018367699

About the service

Glasgow City Council, Social Work Services, Home Care Service - South is registered to provide a care at home service to people living in their own homes. It is one of three registered services which provides care and support across Glasgow.

The provider delivers a diverse range of services which includes:

- First response teams providing support to people who are discharged from hospital.
- Reablement service to assist people in regaining skills that will allow them to remain as independent as possible at home.
- Mainstream service which supports people on a long-term basis to remain at home for as long as they chose to do so.

The service has a Registered Manager who co-ordinates the overall running of the service. Area Operation Managers, Assistant Area Operational Managers and Care Coordinators manage teams of home carers who provide direct support to people using the service. Additionally, the service has a team of Occupational Therapists and Social Care Workers who support the reablement and ongoing review of service users.

About the inspection

This was an unannounced inspection that took place between 19 January and 4 February 2026 between 07:30 and 21:30 hours. The inspection was carried out by five inspectors from the Care Inspectorate.

To prepare for the inspection we reviewed information about the service. This included, registration and complaints information, information submitted by the service and intelligence gathered throughout the inspection year.

To inform our evaluation we:

- spoke with 86 people experiencing care and 28 of their friends and family members
- spoke with 44 staff
- observed practice and daily life
- reviewed feedback from 322 pre-inspection questionnaires from people experiencing care, family members, and staff
- reviewed documents.

At this inspection, we focused on people using the mainstream service across all the areas of South Glasgow. There were 1792 people being supported at the time of the inspection.

Key messages

- People were respected and treated with dignity.
- Staff were kind, caring and compassionate.
- Staff recognised individuals' needs and supported them to maintain independence.
- People should be supported by a consistent staff team and informed when changes to their support occur.
- Personal support plans should be consistent across all areas containing person centred. information which is outcome focused.

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 staff team?	4 - Good
How well is our care and support planned?	4 - 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.

Staff demonstrated the Health and Social Care Standards in their everyday practice. This encouraged a climate of warmth, respect, and dedication to giving people a good quality service. One person told us, "I love when my home carer comes, they brighten my day and nothing is ever a bother", another shared, "They showed genuine care and interest, and they engaged with my father, that's all I could ask for". Several people told us about a lack of continuity in their service with the high volume of different home carers that people receive. One person said, "my main home carers are friendly and helpful but at weekends I never know who is coming". The feedback received from people and their main home carers was positive, but the use of agency staff raised some concerns with people. These concerns were discussed with management, and meaningful steps had already been taken to address them. Quality assurance data and feedback showed continuity was improving, and we asked the service to continue prioritising this.

Throughout inspection visits, staff demonstrated compassion, kindness, and a strong understanding of people's needs, taking time to support individuals without rushing and escalating concerns appropriately.

Staff were skilled in identifying when equipment or adaptations would benefit people and made appropriate referrals to support their independence at home. They also recognised changes in people's health and referred promptly to relevant professionals, enabling early intervention and preventing crises. This contributed to delivering very good care for people in their own homes.

A multi-disciplinary approach involving occupational therapists (OTs), social care workers, and home carers promoted people to remain at home in an environment comfortable to them and where they can work on recovery and maintain independence. This collaborative approach improved both people's physical and emotional wellbeing.

Having the right medication at the right time is important for keeping people well. People received medication as prescribed and staff followed good practice when recording. Staff demonstrated a good knowledge of medication management and observations of practice were taking place which showed good oversight was in place. Although risk assessments were clear, we suggested to management that clearer recordings on personal support plans to evidence what level of assistance people needed with their medication will further enhance clarity.

People were supported and encouraged to engage in their community, and we observed several instances where staff played an active role in this. These opportunities to meet others, socialise, and stay active helped promote and maintain people's overall health and wellbeing.

How good is our staff team?**4 - Good**

We evaluated this key question as good because there were a number of major strengths which, taken together, clearly outweighed any areas of improvement.

There was positive morale across the service and people described it as a pleasure being able to help people remain at home for as long as possible. A member of staff shared "I know what is needed of me. I see people as my family and the job is really rewarding". Staff felt supported by coordinators and management, who promoted an open-door policy. One member of staff said, "We have a good team. Job satisfaction is the best part". We observed good communication between staff, management, and families. Most updates from management were digital, which had benefits, but having more visible leadership could further empower staff and improve care quality. We know this is something the service is currently working on.

Staff were recruited safely in line with national guidance, with all required checks, references, and professional registrations completed. Staff spoke positively about the training they had received, which enabled them to work confidently and effectively. Observations of practice were carried out with staff to ensure knowledge and skills remained current. A supervision toolkit was being developed to support wellbeing and reflective practice, and management recognised the need for training to ensure supervisions were effective and well documented. Staff welcomed development opportunities through online, face-to-face, and refresher training, which supported safe practice and ensured a knowledgeable and competent workforce.

Rotas showed there were the right number of staff to deliver care safely. We discussed agency usage and the impact this can have. People shared concerns about agency staff demonstrating poor practice and having a limited understanding of basic care tasks, which affected the quality of care. This created a risk for people who could not communicate their needs and guide staff. Management agreed there was limited oversight of agency staff and improvement work was underway which included calls to people for feedback regarding agency and a more robust quality assurance approach. With the current local recruitment drive for permanent staff, it is hoped that reliance on agency staff would reduce and improve continuity of care, strengthening responsive support.

The staff team worked well together. There was respectful communication within the team which created a warm atmosphere because of good working relationships. Staff also worked on their own initiative, to gain a deeper understanding of people's needs. Staff showed patience and compassion when supporting people.

Staff wellbeing was valued and management recognised the complexity of the role and issues such as lone working. Staff had access to an employee assistance programme which offered counselling and wellbeing assistance amongst other initiatives. By promoting a positive working environment staff felt supported.

How well is our care and support planned?

4 - Good

We evaluated this key question as good because there were a number of major strengths which, taken together, clearly outweighed any areas of improvement.

Personal support plans, often referred to as care plans, are important documents that capture people's wishes, needs, risks, and how people want to be supported. Personal support plans were in place for everyone we visited, but their quality varied across different areas of the service. We saw some personal support plans were detailed, covering people's interests, needs, and health risks well. However, there was evidence of gaps in some plans, where the detail was brief and lacked person-centred elements. Whilst many experienced staff knew people well, this lack of detail presented risk to people being supported by new or agency workers.

Personal support plans should be completed to a consistent standard and having the same approach across all areas is essential to streamline processes and keep plans updated in all necessary areas. This promotes clear understanding and enables any staff member, including those unfamiliar with the individual, to provide safe, high-quality, and consistent care. Management were already aware of this and developing staff training and redesigning documentation to ensure plans were person-centred, enhancing overall quality. We were reassured that management recognised the importance of this work and that people benefitted from a culture of continuous improvement.

People benefitted from effective multiagency working. For example, social care workers and care staff collaborated to reduce duplication and share responsibilities. Staff reported that this approach created more opportunities to work together and strengthened professional relationships.

The service were working at improving the frequency of personal support plan reviews which are to be reviewed at least every six months, or if there is a significant change. A review tracker has been implemented to support the oversight of timely reviews and updates. A plan in place to ensure all reviews are up-to-date and reflect people's current needs and wishes. This should be a collaborative approach involving people and/or their representatives when this is a legal requirement or in line with their choices and wishes. (See Area for Improvement 1).

Areas for improvement

1. To promote people's health and wellbeing the provider should ensure personal support plans including risk assessments contain up-to-date detailed information that reflects individuals' needs, wishes and preferences. These should be reviewed at least every six months, or sooner if any changes occur.

This ensures that care and support is consistent with the Health and Social Care Standards which state: "My personal plan (sometimes referred to as a care plan) is right for me because it sets out how my needs will be met, as well as my wishes and choices." (HSCS 1.15)

What the service has done to meet any areas for improvement we made at or since the last inspection

Areas for improvement

Previous area for improvement 1

In order to ensure that people experience high quality care and support that is right for them, the manager should ensure that personal support plans and risk assessments contain relevant and sufficient detailed information which is person-centred and outcome focused.

This ensures care and support is consistent with the Health and Social Care Standards, which state that, 'My personal plan (sometimes referred to as a care plan) is right for me because it sets out how my needs will be met, as well as my wishes and choices' (HSCS 1.15); 'My needs, as agreed in my personal plan, are fully met, and my wishes and choices are respected' (HSCS 1.23).

This area for improvement was made on 13 June 2023.

Action taken since then

The planning process had been reviewed and updated since the previous inspection. Plans and risk assessments now contained sufficient information to guide staff when providing support. Ongoing training and redesign of paperwork is currently underway to ensure continuous improvement.

This area for improvement has been met.

Previous area for improvement 2

In order to ensure that people have confidence in the staff who provide their care and support, the manager should provide a consistent group of staff to people, who know their needs, and inform them of who is coming to support them when this is not possible.

This ensures care and support is consistent with the Health and Social Care Standards, which state that, 'I know who provides my care and support on a day to day basis and what they are expected to do. If possible, I can have a say on who provides my care and support' (HSCS 3.11); 'I am supported and cared for by people I know so that I experience consistency and continuity' (HSCS 4.16).

This area for improvement was made on 13 June 2023.

Action taken since then

Continuity has increased but it is still an ongoing pressure due to vacancies and agency staff. Ongoing recruitment and training is currently underway to ensure continuous improvement.

This area of improvement has been met.

Previous area for improvement 3

In order to ensure that people benefit from a culture of continuous improvement within the organisation and their service provision, management should:

- continue to review and monitor the themes and trends of any concerns and complaints raised by people
- continue the recruitment and placement of permanent staff to provide consistent care and support to all people
- demonstrate the learning and improvements made to the service and the outcomes of people they support.

This ensures care and support is consistent with the Health and Social Care Standards, which state that, 'I experience stability in my care and support from people, who know my needs, choices and wishes, even if there are changes in the service or organisation' (HSCS 4.15); 'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes' (HSCS 4.19).

This area for improvement was made on 13 June 2023.

Action taken since then

A comprehensive service improvement plan was in place which evidenced improvements made. Quality assurance team have supported the service to continue to monitor trends and themes and introducing improvement strategies.

This area of improvement has been met.

Complaints

Please see Care Inspectorate website (www.careinspectorate.com) for details of complaints about the service which have been upheld.

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 staff team?	4 - Good
3.3 Staffing arrangements are right and staff work well together	4 - Good
How well is our care and support planned?	4 - Good
5.1 Assessment and personal planning reflects people's outcomes and wishes	4 - Good

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