

Elpis Centre Housing Support Service

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Unannounced

Completed on:
23 March 2026

Service provided by:
Elpis Trust

Service provider number:
SP2003000165

Service no:
CS2010238302

About the service

Elpis Centre is a housing support service provided by The Elpis Trust, a registered charity and Company Limited by Guarantee. The service has been registered with the Care Inspectorate since 2010 and provides housing support to vulnerable young women between the ages of 16-25.

The service supports young people in accommodation located in the north of Glasgow. The premises consist of a main tenement block with a combination of shared and individual flats, shared communal spaces and serviced offices. Alongside this, the service supports young people in a number of individual flats in the nearby community.

The service states its aim is to 'assist young women to prepare for independence through individually tailored plans that focus on developing living skills, social skills, and learning and employment opportunities. In addition Elpis maintains a critical focus on health and emotional wellbeing to support young women to maximize opportunities to develop and grow'.

About the inspection

This was an unannounced inspection which took place on 4 and 5 March 2026. The inspection was carried out by two inspectors from the Care Inspectorate.

To prepare for the inspection we reviewed information about this service. This included previous inspection findings, registration information, information submitted by the service and intelligence gathered since the last inspection.

In making our evaluations of the service we:

- spoke with people using the service;
- spoke with staff and management;
- observed practice and daily life;
- reviewed documents;
- spoke with visiting professionals.

Key messages

People were supported with compassion, care and nurture.

Personal planning require improvement.

The provider needed to strengthen the culture of listening to and responding to people's concerns.

Notifications to the Care Inspectorate needed to improve.

Leaders were positive role models and were highly committed to improving the service.

Leaders were actively ensuring there was a clear framework of positive practice in place.

Staff induction and the recording of training needed improvement.

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?	3 - Adequate
How good is our leadership?	4 - Good
How good is our staff team?	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?

3 - Adequate

We evaluated this key question as adequate as whilst there were some strengths, these were outweighed by the need for key areas to improve.

Everyone at Elpis experienced support underpinned by warmth, compassion and nurture. Positive relationships offered the opportunity for people to feel safe and navigate the challenges they faced in life. The current culture of practice demonstrated a commitment to understanding people's individual needs, and the supporting adults clearly respected individuals wishes, including their right to decline any aspect of their support.

Some young people experienced a difference between living within the main centre and living out with. Whilst in the main building, support was readily available and tailored towards individual needs and given staff were onsite, they were visible and accessible. For most young people living in the wider community, they were unclear what to expect of their support. Some knew they could call in if needed, whilst others felt isolated and, at times experienced support as unpredictable and inconsistent. The service had intentions to introduce individual support plans, but at the time of the inspection, these were not in place, leaving people without a mechanism to shape or evaluate their experiences; or confidently understand the expectations and frequency of support. **(See requirement 1)**

The organisational values of Elpis were clear and at the time of the inspection, young people were treated with kindness, dignity and respect. For people who had lived in the service for longer periods, they highlighted that this had not always been their experience. We were confident that the organisation had addressed recent concerns, and the manager was assertively ensuring that supported people benefitted from clear standards of practice. However, we urged the board of trustees to review if the oversight of the service was effective in ensuring there were accountable, effective mechanisms for people to raise concerns.

(See area for improvement 1).

Young people were accepted for who they were and we found a strong ethos of hope that contributed to people's sense of worth, with some young people feeling more confident to engage or continue with education, training and employment. Leaders in the service demonstrated a good understanding of the impact of trauma and were taking assertive steps to ensure young people's experiences were consistently rights based, trauma informed and in line with the Health and Social Care Standards.

When young people were in crisis, this was managed with compassion, and whilst leaders executed their responsibility to report concerns to professional partners, gaps in recording meant we could not fully evaluate if responses to risk were timely, proportionate and in line with people's needs. We emphasised the need for the Care Inspectorate to be notified of incidents in line with guidance. **(See area for improvement 2).**

Requirements

1. By 30 May 2026, the provider must ensure people's support needs are met effectively.

To do this the provider must, at a minimum:

- a) ensure that every person has an accessible support plan that reflects their needs and details how they wish to be supported;
- b) ensure plans clearly outline the expectations and frequency of support;
- c) ensure people can participate in the evaluation of their support.

This is to comply with Regulation 5(1)(a) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

This is to ensure that care and support is consistent with Health and Social Care Standards (HSCS) 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 choice'. (HSCS 1.15).

Areas for improvement

1. To uphold people's rights and guarantee people are listened to, the provider should ensure that mechanisms to raise concerns are clear accessible and robust.

This should include, but not be limited to, ensuring that leaders, supported by the oversight of the board of trustees, confidently create a culture of responding to and learning from concerns.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'I experience people speaking and listening to me in a way that is courteous and respectful, with my care and support being the main focus of people's attention'. (HSCS 3.1).

'I am supported to give regular feedback on how I experience my care and support and the organisation uses learning from this to improve'. (HSCS 4.8).

2. To keep people safe and promote their wellbeing, the provider should improve recording and monitoring of incidents in the service. This should include notifying the Care Inspectorate in line with current guidance

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'I am protected from harm, neglect, abuse, bullying and exploitation by people who have a clear understanding of their responsibilities'. (HSCS 3.20).

How good is our leadership?

4 - Good

We evaluated this key question as good where several strengths impacted positively on outcomes for people and clearly outweighed areas for improvement.

There had been a number of recent leadership changes at the time of the inspection and the current vision for the service was underpinned by leaders' passion, commitment and a collective desire for the best possible outcomes for all young people

The values of Elpis were informing a recent, comprehensive review of all policies and procedures to ensure people's support had an effective, rights based framework of practice and we encouraged the manager to ensure current legislation, guidance and best practice was reflected in this extensive piece of work.

Since the last inspection, Elpis had evolved and diversified, proactively responding to unmet need and inequalities that young people faced. The service continued to operate within their conditions of registration and we discussed, that to effectively monitor and evaluate people's experiences, the aims, objectives and information about the service should accurately reflect the current service provision.

The service had an extensive strategic improvement plan that could be strengthened by meaningfully incorporating young people, staff and stakeholder feedback and we were confident the current leadership team were taking steps to gain people's views.

Staff in the service understood that this was time of change and they had confidence in their managers who were increasing new opportunities for the whole team to have a voice in shaping the service.

Leaders in the service knew young people well. They were accessible, visible, worked well together and acted as positive role models. Throughout the inspection the manager was transparent and demonstrated a good understanding of what was working well and what needed to improve.

How good is our staff team?

4 - Good

We evaluated this key question as good where several strengths impacted positively on outcomes for people and clearly outweighed areas for improvement.

There were some mechanisms for staffing assessment, primarily focussed on the support needs of people living in the main accommodation. As we highlighted earlier in the report, not every young person had an agreed frequency of support and we emphasised the need to ensure staffing arrangements considered the assessed needs of all young people in the service

Young people were confident that when they expressed a need or desire to be supported by a specific person, this would be respected and there were many examples of positive outcomes for people when they were supported by adults with the right skills, knowledge and with whom they had relationships with. When young people were navigating significant life events, the compassionate and considered approach to providing support, ensured people felt safe in the most vulnerable of times. One young person told us 'my support worker is great because she just gets me and she will be part of my network in the future', another told us, 'I wouldn't have got through some things without the support of my keyworker'.

Staffing numbers were sufficient and the Elpis team had a range of skills and experience. Staff were safely recruited but did not always feel induction and training prepared them for the role they were undertaking. The service were taking some steps to provide training that prioritised the safety of people and there was access to additional training that reflected the needs of certain young people, however, we highlighted the need to ensure that all staff were competent in responding to risks such as health emergencies as well as undertaking the day to day support of young people. **(See area for improvement 1).**

The staff team overall felt supported during a time of change and everyone we spoke with had confidence in current leaders, who were actively building a positive team culture. Staff were committed to the young people they supported and aligned to the values of Elpis.

Areas for improvement

1. To protect people and promote positive outcomes, the provider should ensure that staff have the right knowledge and skills to meet their needs.

This should include, but not be limited to, ensuring a comprehensive, competency based approach to induction is implemented and evidencing that all staff are effectively trained in essential skills to respond to health emergencies.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational codes'.

(HSCS 3.14).

Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at www.careinspectorate.com.

Detailed evaluations

How well do we support people's wellbeing?	3 - Adequate
1.1 People experience compassion, dignity and respect	3 - Adequate
How good is our leadership?	4 - Good
2.1 Vision and values positively inform practice	4 - Good
How good is our staff team?	4 - Good
3.3 Staffing arrangements are right and staff work well together	4 - Good

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