

The Arch Resettlement Centre Housing Support Service

The Arch
36 Muslin Street
Glasgow
G40 4AP

Telephone: 0141 554 2497

Type of inspection: Unannounced
Inspection completed on: 10 February 2017

Service provided by:
Scottish Christian Alliance Limited

Service provider number:
SP2004006749

Care service number:
CS2004074984

About the service

The Arch Resettlement Centre is registered to provide a housing support service. The service can support up to twelve men in the flats that are part of the centre and up to eight men in scatter flats. The men have a history of homelessness and may have mental health problems and drug/alcohol related problems. The service is provided by The Scottish Christian Alliance Limited which is a 'Scotland Wide' organisation with its head office in Glasgow.

The Arch Resettlement Centre's Mission Statement states, 'To establish a network of residential accommodation, appropriate for resettling men working to improve their lifestyles. Where relevant, supporting people as they overcome social and personal problems in a safe and caring environment'.

The service operates from a purpose-built building in the East End of Glasgow. Support is provided to people who have experienced drug and/or alcohol problems, however, the expectation is that service users have overcome their addiction before being admitted to the service.

What people told us

We spoke with several people who use the service during the inspection.

They told us the following:

'The service itself and all the staff treat you like a human and would bend over backwards to help any service user in trouble in any way they can'.

'The Arch is doing a good thing and they are respectful in every way'.

'Unique, professional service here at the Arch, I have benefited from the support provided to me.'

'I can't praise the service highly enough.'

'Wouldn't be here today without them.'

'Without their support I would still be drinking.'

'Is in an excellent service.'

Self assessment

We received a fully completed self-assessment document from the manager. The manager identified areas they thought they did well, some areas for development and any changes planned.

From this inspection we graded this service as:

Quality of care and support	5 - Very Good
Quality of staffing	5 - Very Good
Quality of management and leadership	5 - Very Good

Quality of care and support

Findings from the inspection

The Arch Resettlement Project was providing very good person-centred support to people who were homeless and had a range of other issues in their life. We saw that people were being supported to achieve positive outcomes. People were developing their confidence and skills so that they could move to their own tenancy. They were also being supported to address the issues they had in their life so that transition to their own tenancy would be successful. Everyone we met spoke highly of the service and the staff team.

The service also had very good levels of participation. This ensured that people had a say in how the service operated including the staffing of the service. There was a weekly Monday Matters meeting where people could put forward their views on how the service operated. People were also supported to participate in external consultations and events.

Service users were fully involved in support planning. Staff also held peer reviews of the support plans to ensure quality was being maintained. The service is planning to move to the Better Futures outcomes framework. All support planning and reviews will be based on this. This will focus on supporting people to achieve outcomes in a range of areas. The service should ensure that the new support planning has better information about the person's strengths and the positive aspects of their lives. This process should be person centred and be written in the first person. The reviews will also be more outcomes focussed. The service should ensure that qualitative information about the progress made towards the outcomes identified is recorded.

The current risk assessments could have more detail about how to manage any risks identified. The service is moving to a new risk management tool which will have the risks broken down and more detail on the management of them. Progress with all of the above will be followed up at the next inspection.

The service should ensure that the daily notes for tenants in the scatter flats record the time of contact.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 2

1. The service should ensure that the new support planning has better information about the person's strengths and the positive aspects of their lives. This process should be person-centred and be written in the first person. The service should ensure that qualitative information about the progress made towards the outcomes identified is recorded.

National Care Standards, Housing support services, Standard 4, Housing support planning.

2. The service should ensure that the daily notes for tenants in the scatter flats record the time of contact.

National Care Standards, Housing support services, Standard 4, Housing support planning.

Grade: 5 - very good

Quality of staffing

Findings from the inspection

The service had a small dedicated staff team who were committed to providing high quality support. Staff were enthusiastic about working in the service. They had developed positive relationships with the people they supported. However, they were aware of the importance of maintaining professional boundaries. The people using the service spoke highly of the staff and valued their support. They told us that staff always treated them with respect and dignity.

There was very good induction and training available for staff. We spoke with a new member of staff who told us that he received a thorough induction and was able to shadow other staff for as long as felt necessary. Staff received training in a wide range of areas and the service would put in place any training required to support staff development.

We saw that people were now fully involved in the recruitment process for new managers and staff. They had been involved in developing the job descriptions and the adverts for the post. They had also taken part in the interviews and were involved in the final decision about who was given the job.

Staff received regular supervision and a yearly appraisal. Feedback from people using the service regularly fed in to this. Staff told us that they were well supported by the managers who were always available to provide them with support and advice. Staff described a positive team spirit. There were regular team meetings and staff were able to contribute to the development of the service. For example, one staff member will be involved in updating the service's policies.

Although there was some reflection in supervision and appraisals. This could be developed further. The service should consider using the Scottish Social Services Council (SSSC) Codes of Practice as a more structured basis for staff reflection. The service should also consider including leadership values in supervision based on the SSSC Steps in to leadership guidance.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 1

1. The service should consider using the Scottish Social Services Council (SSSC) Codes of Practice as a more structured basis for staff reflection at supervision. The service should also consider including leadership values in supervision based on the SSSC Steps in to leadership guidance.

National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

Grade: 5 - very good

Quality of management and leadership

Findings from the inspection

The issues with the previous management had now gone. Regular input from Glasgow Council had helped with this. There was a positive atmosphere in the service and there was now better support from the organisation in place. The Chief executive was now more hands on with the manager of the service now receiving regular supervision. Better guidelines had been put in place in relation to people's money and medication. There were also now clear guidelines about children visiting the service. Staff told us that they were well supported by the managers through both formal and informal supervision.

As well as the Monday Matters meetings, people using the service had other opportunities to contribute to the quality assurance of the service. There was a regular evaluation of the service where people were asked a range of questions regarding the quality of the service they received. The recent responses we read were very positive. There was also an evaluation of staff done concurrently and again the responses were very positive. Also, when people left the service they had an interview where they had the opportunity to speak about their experience of the service.

The service regularly obtained feedback from professionals and organisations who visited the service. They had held an open day which had been attended by several organisations who all provided positive feedback. The service should ensure that where necessary and action plan is put in place for any issues raised. The introduction of the Better Futures support planning will allow the service to evidence at an overall level how they are supporting people to achieve their outcomes. This will be followed up at the next inspection.

There were also regular quarterly meetings with Glasgow City council social work to discuss the operation of the service. The manager had found these meetings useful in supporting the service to improve.

Auditing of the service such as file audits were taking place but the service should ensure that they are recorded.

The service could improve some aspects of their policies and a recommendation has been made in relation to these.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 1

1. There were improvements that could be made to some of the service's policies. The Adult Support and Protection Policy needs to refer to Scottish legislation. It also needs much better reporting detail including appropriate contacts and emphasise the importance of reporting any concerns immediately. The term 'vulnerable adults' should be removed from the policy.

The service needs to develop a Human Rights Policy and a Boundaries Policy.

The Medication Policy needs to reflect the current policy of not managing medication.

The Appraisal Policy needs to set out the agreed frequency of supervision.

The Whistleblowing policy needs to state that the Care Inspectorate can be contacted at any time.

National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

Grade: 5 - very good

What the service has done to meet any requirements we made at or since the last inspection

Previous requirements

There are no outstanding requirements.

What the service has done to meet any recommendations we made at or since the last inspection

Previous recommendations

Recommendation 1

The service should adapt the questionnaire to obtain more qualitative feedback and ensure that an action plan is put in place in respect of the feedback gathered with the actions from it being fed back to the service users.

National Care Standards, Housing support services, Standard 4, Housing support planning.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

This recommendation had been met.

Recommendation 2

The service should ensure that all risk management plans are reviewed in conjunction with the support plans.

National Care Standards, Housing support services, Standard 4, Housing support planning.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

This recommendation had been met.

Recommendation 3

The service should adapt their support plans so they are more person-centred and clearly evidence the service user's input into them. The service should ensure that all support plans and updates are signed by the service user.

National Care Standards, Housing support services, Standard 4, Housing support planning.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

The service is rolling out a new style support plan and reviewing system which will improve support planning. This should address this recommendation and this will be followed up at the next inspection.

Recommendation 4

The files for people in the scatter flats should hold some more background information about the person and why their support is as is. There should also be a tenancy agreement on file.

National Care Standards, Housing support services, Standard 4, Housing support planning.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

This recommendation had been met.

Recommendation 5

The service should ensure that there is a risk management plan so that staff can manage risks to/from the person.

National Care Standards, Housing support services, Standard 4, Housing support planning.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

The service is introducing a new risk assessment which will break down each risk better and provide more detail on how to manage each of those risks. Progress with this will be followed up at the next inspection.

Recommendation 6

The service needs to provide documentary evidence of service user involvement in recruitment for the inspection. The service also needs to develop the recruitment process further so that service users are involved in the adverts, job descriptions, short-listing and that their views are evidenced to have contributed to the final decision.

National Care Standards, Housing support services, Standard 8, Expressing your views. National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

This recommendation had been met.

Recommendation 7

The service should develop a system of 360 degree feedback so that staff and service users can contribute to assessing and improving the quality of staffing through supervision and the yearly appraisal.

National Care Standards, Housing support services, Standard 8, Expressing your views. National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

This recommendation had been met.

Recommendation 8

The service should ensure that in all recruitment cases there are two references. Staff induction should be recorded in all files.

National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

There has only been one person recruited since the last inspection and the safer recruitment policy details that two references should be received. The manager is fully aware of what is required so this will be checked again at the next inspection.

Recommendation 9

The service needs to evidence that a discussion had taken place with ex-offenders on their suitability when it was decided to employ them and that it was risk assessed.

National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

There has been no recruitment of an ex-offender since the last inspection and the safer recruitment policy details what is required. The manager is fully aware of what is required so this will be checked again at the next inspection.

Recommendation 10

The service should ensure that the manager of the service receives regular supervision as part of the process of the organisation ensuring that the service is being well-managed and the manager receives the support required.

National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

This recommendation had been met.

Recommendation 11

The service should ensure that all staff undertake Adult Protection and Child Protection training and that monitoring this and refresher training would be improved if the service developed a training plan.

National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

Child Protection training is now taking place and the service is currently sourcing Adult Support and Protection training. Progress with this will be followed up at the next inspection. Staff are aware of the Adult Support and Protection reporting procedure.

Recommendation 12

The service should update their policies as detailed in paragraph 5 in 'Areas for improvement'.

National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

There were still some areas of the policies that need changed so another recommendation has been made in this report.

Recommendation 13

The service should work to a co-production model and look at other ways to involve service users in the service such as induction, training, developing policies and procedures, and all other aspects of how the service is managed including the Care Inspectorate self assessment.

National Care Standards, Housing support services, Standard 8, Expressing your views. National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

Some aspects of this has been met but participation could still be developed further.

Recommendation 14

The service should consider introducing a system of 360 degree feedback as part of the appraisal of the managers so that service users can participate in the assessment of the management and leadership of the service.

National Care Standards, Housing support services, Standard 8, Expressing your views. National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

This recommendation had been met.

Recommendation 15

The service should include all stakeholders including other professionals in quality assuring the service so should issue questionnaires to them for feedback. Feedback should also be obtained from service users when they leave the service through an exit interview.

National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

This recommendation had been met.

Recommendation 16

The service should ensure that the service is regularly audited by senior management from the organisation which should include areas such as file audits.

National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

This is happening but should be formalised.

Recommendation 17

The service should develop a system for capturing quality assurance data on whether personal outcomes have been met. Generally, the service should ensure that there is a process in place for bringing together all the feedback including feedback provided at supervision and reviews.

National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

The service is introducing the Better Futures outcomes tool so this should facilitate gather information on outcomes at a service level. Progress with this will be followed up at the next inspection.

Recommendation 18

The service should consider adopting the ABC (Antecedent, Behaviour, Consequence) model for incident reporting so that staff have the opportunity to reflect on the incident and the implications it has for their practice.

National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

This still needs to be developed so further reference to this has been made in the report in relation to more reflection.

Recommendation 19

The service should ensure that it follows the Care inspectorate notification process in all cases.

National Care Standards, Housing support services, Standard 3, Management and staffing arrangements.

This recommendation was made on 29 February 2016.

Action taken on previous recommendation

This recommendation had been met.

Complaints

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

Enforcement

No enforcement action has been taken against this care service since the last inspection.

Inspection and grading history

Date	Type	Gradings								
4 Feb 2016	Unannounced	<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>4 - Good</td> </tr> <tr> <td>Management and leadership</td> <td>4 - Good</td> </tr> </table>	Care and support	5 - Very good	Environment	Not assessed	Staffing	4 - Good	Management and leadership	4 - Good
Care and support	5 - Very good									
Environment	Not assessed									
Staffing	4 - Good									
Management and leadership	4 - Good									
15 Nov 2013	Unannounced	<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>5 - Very good</td> </tr> <tr> <td>Management and leadership</td> <td>5 - Very good</td> </tr> </table>	Care and support	5 - Very good	Environment	Not assessed	Staffing	5 - Very good	Management and leadership	5 - Very good
Care and support	5 - Very good									
Environment	Not assessed									
Staffing	5 - Very good									
Management and leadership	5 - Very good									
15 Nov 2011	Unannounced	<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>5 - Very good</td> </tr> <tr> <td>Management and leadership</td> <td>Not assessed</td> </tr> </table>	Care and support	5 - Very good	Environment	Not assessed	Staffing	5 - Very good	Management and leadership	Not assessed
Care and support	5 - Very good									
Environment	Not assessed									
Staffing	5 - Very good									
Management and leadership	Not assessed									

Date	Type	Gradings	
9 Jul 2009	Announced	Care and support Environment Staffing Management and leadership	4 - Good Not assessed 4 - Good 4 - Good
23 Apr 2008	Announced	Care and support Environment Staffing Management and leadership	4 - Good Not assessed 4 - Good 3 - Adequate

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