

Hierarchy Support Services

Housing Support Service

Hierarchy Business Solutions Ltd
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Type of inspection:
Unannounced

Completed on:
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Service provided by:
Hierarchy Business Solutions Limited

Service provider number:
SP2019013409

Service no:
CS2019377810

About the service

Hierarchy Support Services is registered with the Care Inspectorate to provide housing support and care at home services. The office is located in Livingston and provides support to people living in their own homes throughout West Lothian and Fife.

The service is provided by a team of support workers, senior workers, and team leaders. There is oversight and management from the office team which comprises of the registered manager, operations manager, and the directors of the company.

At the time of the inspection, there were 46 people receiving support from the service.

About the inspection

This was an unannounced inspection which took place on 11, 12, 13, and 14 June 2025. The inspection was carried out by one inspector 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:

- spent time with people receiving support with activities
- visited people who were receiving support in their own homes
- received feedback from 23 people who receive a service
- received feedback from eight relatives
- spoke with, and received feedback from, 22 staff and management
- reviewed documents
- received feedback from five supporting professionals.

Key messages

- Staff were supporting people to participate in meaningful activities which was leading to positive outcomes for their health and wellbeing.
- The service was developing quality assurance with further improvement needed in the reporting of incidents.
- People were supported by small consistent teams of staff who worked well together.
- The service was improving support plans to ensure that these were person-centred and provided good information for staff on how people wished to receive support.

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 leadership?	4 - Good
How good is our staff team?	5 - Very 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 how care and support was provided and how these supported positive outcomes for people. Therefore, we evaluated this key question as very good.

People experienced dignified and compassionate support. Staff encouraged people to direct their support, ensuring they were offered choice and promoting independence. People and their families told us they were very happy with the support they received and enjoyed the positive relationships they had built with their staff teams. Comments included:

- "I love the support I receive from Hierarchy staff."
- "Staff are always pleasant and my [relative] looks forward to their time spent out with them."
- "The service gives me a break [as a carer]."
- "The support is really good, I have noticed that [my relative] is more confident."

Staff were supporting people to participate in meaningful activities both within their home and out in the community. People told us about the activities they enjoyed and how they were supported to make friendships, participate in physical activity, and pursue leisure interests. During the inspection, we observed people having fun and making connections with others. Where people came together as a group, everyone was valued and people were fully included. These activities were helping people to keep active and healthy.

There was a sense of positivity and pride. People receiving support told us about how they were learning new skills and participating and trying new activities. Staff talked with pride about people's achievements. Support was offered in a respectful way, acknowledging individual preferences and pace. This meant that people felt respected which developing a sense of accomplishment.

The service was managing risks well. We observed a positive approach to ensuring people were able to participate in activities which were important to them, with strategies in place for staff to follow should any challenges arise. Where there were risks to people's wellbeing as a result of their choices, staff were attentive and adapting their approach to promote people's wellbeing. People could be confident that the service was promoting choices while prioritising their health and wellbeing.

The service was supporting people's wellbeing. Support was provided by small teams of staff who had built up in-depth knowledge of people's health and wellbeing. One supporting professional told us, "The staff appeared knowledgeable about the clients and their care needs". We observed that the service was responsive to changes in people's health and seeking advice and support appropriately. The service was working in partnership with health and social care professionals. People could be confident that the service was recognising and prioritising their health and wellbeing.

How good is our leadership?

4 - Good

We evaluated this key question as good. There were several important strengths in the leadership of the service which, taken together, impacted positively on outcomes for people and clearly outweighed areas for improvement.

There was confidence in the leadership of the service. Relatives of people receiving support, and staff, described a supportive and approachable senior team. We heard from relatives that they were comfortable sharing feedback on the service and felt assured that the management team would take action.

There was good oversight of the service. The office team were undertaking audits and checks on the service to ensure good practice. At the last inspection, we discussed quality assurance and how the service could use this for service development. We observed commitment and progress with this and the management team were now using this to inform service direction and priorities. The service was implementing a new quality assurance system that they were rolling out across the service so that everyone was working with the same objective. We look forward to seeing progress and outcomes from this at future inspections.

Accidents and incidents were being managed well, with good recording and reporting to local health and social care partnerships. Some of these events should also have been notified to the Care Inspectorate. We discussed this with the management team and they took action to submit retrospective notifications to the Care Inspectorate. We have made an area for improvement and will follow this up at a future inspection (see area for improvement 1).

Areas for improvement

1. The provider should ensure that they keep people safe and healthy by ensuring that all accidents and incidents are properly managed.

To do this, the provider should:

- a) Have a system in place to regularly monitor, review, and learn from accidents and incidents.
- b) Ensure that notifications are made to the Care Inspectorate in accordance with Care Inspectorate guidance 'Adult care services: Guidance on records you must keep and notifications you must make' (March 2025).

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: 'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes' (HSCS 4.19).

How good is our staff team?

5 - Very Good

We found significant strengths in the staffing arrangements and how these supported positive outcomes for people. Therefore, we evaluated this key question as very good.

The service benefitted from a full staff team that worked well together. There was a culture of support and respect across the team with staff listening to and acknowledging each other's views. We heard that when additional staffing was required, existing workers and senior staff would step in to ensure that people did not have unknown staff offering support. People could be confident that the management team were prioritising and deploying staff in a way that supported providing positive outcomes for their wellbeing.

There was very good consistency of staff. People received support from small and familiar staff teams. People were placed at the heart of their support with all new staff being introduced and spending time with them, while shadowing experienced staff, before supporting people alone. The service listened, and

responded, to feedback to ensure there was a good match between people supported and their staff team. This meant that people were confident in their support.

There was a focus on staff training. The team were supported to undertake a programme of core training and had opportunities to undertake specialist training specific to the needs of people being supported. Senior staff were qualified to provide training to the staff team which meant that additional support and training was easily accessible. Senior staff spend part of their time supporting people which was ensuring that their practice was current and they were well informed on how best to support people. This meant that staff had the necessary skills to support people well.

The team were well supported. There were a range of supervision and support opportunities, including one-to-one supervision meetings, competency observations, and team meetings. The team talked positively about the office team and that someone was always on hand to offer support and advice when this was required. This meant that staff were confident in undertaking their supporting role.

How well is our care and support planned?

4 - Good

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

Support plans, positive behaviour support plans, and personal risk assessments were detailed. These were developed with people and their family members with regular reviews taking place. Staff demonstrated a good understanding of the people they supported, which enabled them to respond effectively to any changes in health or wellbeing.

Where legal powers were in place, including guardianship responsibilities and restrictions, this was not apparent in the plans. Staff were following guidance from visiting professionals but this could have been clearer so that people's rights were safeguarded and staff fully understood their role. We discussed this with the service and they agreed to review these responsibilities and restrictions, ensuring clear guidance for staff. We have made an area for improvement and will look at progress at future inspections (see area for improvement 1).

The service had started to put in place a new support plan format to ensure that information was more accessible for staff. When we looked at plans, we noted that the new format was more personalised. This needed to be rolled out across the service. Although people were contributing to their plan, some people were unable to read and understand what had been recorded. We encouraged the service to ensure that support plans were available in a suitable format for people who received support. This would enable people to be involved in a meaningful way.

Areas for improvement

1.
To improve the quality of information for staff, the provider should ensure that support plans are clear, sufficiently detailed, and person-centred.

This should include, but not be limited to:

a) Ensuring legal powers are detailed and outlined within personal plans with information about staff responsibilities.

b) Plans are in a format that is accessible and meaningful to each person.

This is to ensure that care and support is consistent with the 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 choices' (HSCS 3.07).

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?	5 - Very Good
1.3 People's health and wellbeing benefits from their care and support	5 - Very Good
How good is our leadership?	4 - Good
2.2 Quality assurance and improvement is led well	4 - Good
How good is our staff team?	5 - Very Good
3.3 Staffing arrangements are right and staff work well together	5 - Very 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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