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Radical Services Limited
2 The Cells
Leeds
LS2 7JU

23 October 2023
2023383282
CS2021000117

Dear Sirs

COMPLIANCE WITH IMPROVEMENT NOTICE

On 6 July 2023 you were served with an Improvement Notice in relation to South Lodge, Walkerton Drive, Leslie, Glenrothes, KY6 3BT, in terms of section 62 of the Public Services Reform (Scotland) Act 2010 ("the Act"). The Improvement Notice stated that unless there was a significant improvement in provision of the service, Social Care and Social Work Improvement Scotland (hereinafter referred to as "the Care Inspectorate") intended to make a proposal to cancel your registration. The Improvement Notice specified the nature of the improvements to be made, and the period within which they were to be made.

As there has been a significant improvement in the service, the Care Inspectorate has decided not to proceed to make a proposal to cancel the registration of the service. Our conclusions about the improvements made are noted below.

Improvements

1. **By 24 July 2023** you must protect the safety of the young people receiving care. In particular, you must:
 - a. Ensure that comprehensive admission processes and ongoing assessments are in place and are being used to determine the capability of the service to meet the needs of the young people coming into the service and those placed in the service.
 - b. Ensure safeguarding measures, including regularly reviewed risk assessments, are in place and are being used to reduce all identified risks and this is done in collaboration with other relevant agencies.
 - c. Review the whistleblowing policy with staff so all understand and will act on their responsibilities, ensuring you adopt an effective and timely response to all concerns raised by them with you.

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- d. Ensure that concerns regarding staff conduct are investigated in an open and transparent manner with appropriate agencies being formally alerted where required.

This is in order to comply with Regulations 3 and 4(1)(a) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210)

The provider has reviewed the current admission paperwork and processes in place and proposed recommendations to amend this documentation to support improved decision making. This will also capture the training needs of staff prior to the young person being placed in the service, and staff profiles have been created regarding skills and experience to support suitable matching.

The provider has completed a full assessment regarding the young people. This will assist the staff team in supporting the young people more effectively to meet their needs.

The risk assessment process has been reviewed, strengthened and continues to be updated as required. Weekly wellbeing meetings have also been established to discuss risk management plans and goals along with other key professionals.

The service has undertaken specific whistleblowing training with the staff team.

The service has demonstrated that staff conduct matters have been appropriately considered and action taken as required.

This Improvement has been complied with.

2. By 4 October 2023, extended from 7 August 2023 you must ensure that all staff have undertaken relevant training, including training that is specific to, and meets, the needs of young people at South Lodge. In particular you must:

- a. Refresh child protection training to ensure the service is effectively recognising, responding to and reporting child protection concerns
- b. Ensure the safe management of medication within the service, including effective oversight systems
- c. Undertake a staff training needs analysis for all staff working in the service and ensure they undertake the identified training
- d. Create and regularly review and amend the service training plan taking account of the changing needs of young people in the service.

This is in order to comply with Regulation 4(1)(a) and Regulation 15(b) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210)

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The provider has reviewed and updated their child protection policy, taking into consideration current guidance. Staff have undertaken additional child protection and child sexual exploitation training, which has been complimented by the organisation's psychology team. This has included revisiting staff knowledge and understanding of the process of reporting concerns.

With regard to medication, the service has a more consistent approach to monitoring and auditing; this includes daily and weekly oversight. Additional medication training was also undertaken following the most recent inspection.

The service has established a number of more effective methods to ensure staff are undertaking the required training to meet the needs of young people. This includes a training plan and personal development plans.

This Improvement has been complied with.

3. By 4 October 2023, extended from 24 July 2023 you must ensure quality care, support and protection through the effective management of incidents. In particular you must:

- a. Implement an incident notification and recording process which ensures that key professionals are informed in a timely manner, where appropriate.
- b. Ensure that the response to, and analysis of, incidents results in actions which minimise risks to young people's and staff wellbeing
- c. Ensure that [REDACTED] has the skills, support, knowledge and experience to effectively manage risks to young people's wellbeing; alongside essential oversight by external management.
- d. Notify the Care Inspectorate of incidents in the service in accordance with the Care Inspectorate's guidance entitled "Records that all registered children and young people's care services must keep and guidance on notification reporting" document.

This is in order to comply with Regulation 4(1)(a) and Regulation 7(2)(c) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) and section 53(6) of the Act.

The service has made significant progress in this area, ensuring that concerns are shared with key professionals, including the Care Inspectorate, in a timely manner, establishing additional opportunities for effective collaboration.

As an organisation, a full review of incidents was undertaken. This identified triggers, patterns and learning. The service plans to undertake this analysis on a monthly basis to inform care plans and risk assessments.

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Since the recent inspection, the organisation has appointed a [REDACTED] with the knowledge and experience to skillfully support and guide the staff team to effectively manage risks to young people's wellbeing. The service has also established a [REDACTED] [REDACTED] to promote ongoing improvements at South Lodge. This has been strengthened with oversight by [REDACTED] and a [REDACTED] [REDACTED] for the organisation.

This Improvement has been complied with.

4. **By 7 August 2023** you must ensure that there are suitably qualified and competent staff working in the care service, to meet the safety and wellbeing needs of young people. In particular you must:

- a. Implement a comprehensive system for assessing staffing levels, consistency and skill mix at all times, matched to the needs of young people using the service.

This is in order to comply with Regulation 15(a) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

The service has made progress and continues to develop their staffing assessments. This takes into account the plans and needs of young people along with appropriate matching of staff skills and experience.

This Improvement has been complied with.

A copy of this notice has been sent to the local authority within whose area the service is provided.

The Improvement Notice dated 6 July 2023 is no longer in force.

Yours sincerely

[REDACTED]

Andrew Sloan
Team Manager

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cc: Local Authority – [REDACTED] – Fife Council
[REDACTED] [@fife.gov.uk](mailto:[REDACTED]@fife.gov.uk)

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