

Edinburgh Office

Sultan Amjid
Avena Healthcare Ltd
1 Hardman Street
Spinningfields
Manchester
M3 3HF

Date: 4 May 2026
Name: Kevin Freeman-Ferguson
Email: his.ihcregulation@nhs.scot

Dear Mr Amjid

IMPROVEMENT NOTICE SECTION 10R NATIONAL HEALTH SERVICE (SCOTLAND) ACT 1978)

Healthcare Improvement Scotland has concluded that Avena Healthcare, 10-12 Scott Street, Largs, KA30 9NU is not operating in accordance with requirements or conditions imposed by or under the Act, or the requirements of regulations made under the Act.

Healthcare Improvement Scotland hereby gives you notice that unless there is a significant improvement in provision of the service, it intends to make a proposal to cancel your registration in terms of section 10S of the Act. The nature of the improvements to be made, and the period within which they must be made, are specified below.

Improvement

1. By 31 July 2026, you must provide us with all documented policies and procedures for all aspects of care and treatment including, acceptance of patient admissions, patient monitoring, dealing with emergencies, the management of medicine and patient discharge and aftercare to demonstrate that proper provision for the health, welfare and safety of patients has been made, giving consideration to the complexity of patients' needs.

This is in order to comply with Regulation 3(a) & (d)(iv) *The Healthcare Improvement Scotland (Requirements as to Independent Health Care Service) Regulations 2011*.

2. By 31 July 2026 you must produce a risk based staffing establishment setting out the minimum clinical and support staff required on site each day and the additional specific staff requirements which ensures that at all times, suitably qualified and competent persons are working in the service in such numbers as are appropriate for the health, welfare and safety of patients. You must ensure that staffing levels and skill mix are appropriate for the nature of the service and the for the number, clinical complexity, and needs of patients.

This is in order to comply with Regulation 12 *The Healthcare Improvement Scotland (Requirements as to Independent Health Care Service) Regulations 2011*

3. By 31 July 2026 you must ensure that each person employed in the service receives education and training appropriate to the work they are to perform, which must include dealing with medical emergencies and training specific to the procedures they are carrying out and provide us with records to demonstrate the education and training has taken place.

This is in order to comply with Regulation 12 (c)(ii) *The Healthcare Improvement Scotland (Requirements as to Independent Health Care Service) Regulations 2011*.

4. By 31 July 2026 you must provide a recruitment and selection policy that ensures that each employee has the qualifications, skills and experience necessary for the work that the person is to perform.

This is in order to comply with Regulation 8 (2)(a) *The Healthcare Improvement Scotland (Requirements as to Independent Health Care Service) Regulations 2011*

5. By 31 July 2026, a manager must be permanently appointed with the suitable skills, knowledge experience necessary to manage an independent health care service.

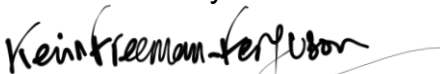
This is in order to comply with Regulation 6 *The Healthcare Improvement Scotland (Requirements as to Independent Health Care Service) Regulations 2011*.

Please also note that where more than one improvement is specified, failure to demonstrate compliance with any one of the improvements within the required timescale may result in the Healthcare Improvement Scotland proceeding to make a proposal to cancel registration.

A copy of this notice has been published on our website.

Please contact me if you would like to discuss this notice, or if there is anything in the notice you do not understand.

Yours sincerely



Kevin Freeman-Ferguson
Head of Regulation