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Gingerbread Edinburgh & Lothian Project Limited
117-119 Fountainbridge
Edinburgh
EH3 9QG

19 March 2025
2024383344
CS2003011833

Dear Gingerbread Edinburgh & Lothian Project Limited

COMPLIANCE WITH IMPROVEMENT NOTICE

On 9 December 2024 you were served with an Improvement Notice in relation to Gingerbread Tollcross ASC, Tollcross Primary School, 117 Fountainbridge, Edinburgh, EH3 9QG, 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.

1. By Friday 22 November 2024, extended from 19 August 2024 and 23 September 2024, you must demonstrate that children's emotional well-being is protected by ensuring all staff, including management, treat children with kindness and respect.

To do this, you must, at a minimum:

a. Stop and prohibit the use of punitive approaches, such as ignoring or isolating children, and/or the issuing of written punishments.

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- b. Adopt and implement supportive policies and procedures which prioritise the building of trusted relationships. For example, by using positive language and communication strategies in interactions with children
- c. Create opportunities for open and respectful conversations with children so they can share their thoughts, wishes and feelings.
- d. Review, further develop and implement systems for monitoring incidents to measure progress and inform improvements.

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

The service demonstrated that children's emotional wellbeing was protected as staff treated children with kindness and respect. Punitive practices were no longer used. Staff were developing their understanding of how to support children's wellbeing sensitively and effectively. The service was developing policies and procedures, which could enable staff to be more aware of how to prioritise the building of trusting relationships with children. Children had greater opportunities to share their thoughts, wishes and feelings. As a result of the progress made, children were experiencing care that was more respectful.

This required improvement was assessed as complied with on 5 December 2024.

2. By Friday 8 November 2024, extended from 19 August 2024 and 23 September 2024, you must ensure all children's medication and health needs are considered and planned for.

To do this, you must, at a minimum ensure:

- a. All known needs are recorded in the child's personal plan, and that all necessary medication is present in the service.
- b. All staff understand children's health and medication needs and know how to respond quickly and safely.
- c. Any training required to administer medication or manage individual needs is undertaken and understood. A record of completion of the training must be kept.

This is to comply with regulation 4 (1) (a) and regulation 5 of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

Improvements were made to the way the service planned for and managed children's medication and health needs. Children's medical and health care needs were known,

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and medication was present in the service. Staff knowledge and understanding of children's needs and how to respond to these had improved. Staff had undertaken some training. Ongoing professional dialogue and guidance from the management team supported staff to understand how to manage and administer current medications for children.

This required improvement was assessed as complied with on 14 November 2024.

3. By Tuesday 11 February 2025 extended from Friday 22 November 2 August, 9 August and 23 September 2024, you must ensure the safety of all children when escorted by staff outside the setting, including after-school transitions to the setting and planned outings in the community.

To do this, you must, at a minimum:

- a. Conduct a comprehensive review of existing risk assessments to identify and address potential hazards, ensuring they are clear, understood and implemented by all staff.
- b. Implement a system for regular staff checks on child numbers.
- c. Deploy staff based on staff skills and children's needs.
- d. Ensure all staff follow and implement appropriate road safety guidelines to equip them with the knowledge and skills to safely guide children across roads.

This is to comply with regulation 4(1)(a) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) and section 7(1) and section 8(1)(a) of the Health and Care (Staffing) (Scotland) Act 2019.

Since the extension of this required improvement, the service had undertaken one outing in the community. The evidence reviewed for this outing showed measures had been taken to ensure the safety of children when escorted by staff out with the setting. Risk assessments related to children's transitions to and throughout the service had been reviewed. Staff practice in relation to managing children's transitions to and from the service were safer and more organised. The approach to managing children's safety had improved as the service had implemented a system for regular staff checks on child numbers. This helped ensure children were accounted for as they arrived and departed the service, as well as when they moved between play spaces.

This required improvement was assessed as complied with on 21 February 2025.

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4. By Friday 31 January 2025 extended from Friday 22 November 2024 and 23 September 2024, all staff must demonstrate a clear understanding of their roles and responsibilities in relation to child protection and safeguarding.

To do this, you must, at a minimum:

- a. Create and implement a training programme to ensure that staff can recognise, respond and appropriately report signs that a child is at risk of harm. A record of completion of the training must be kept.
- b. Review, further develop and implement your child protection and safeguarding policy and procedure. Your policy must outline clear reporting procedures, including details on internal and external reporting mechanisms, whistle-blowing policies and complaint handling processes.

This is to comply with regulation 3 and regulation 4(1)(a) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) and section 8(1)(a) of the Health and Care (Staffing) (Scotland) Act 2019.

Overall [REDACTED] and staff team demonstrated a clear understanding of how to recognise, respond and report signs of a child at risk of harm. There was greater clarity in relation to the roles and responsibilities staff had with regards to the protection and safeguarding of children. The staff and [REDACTED] had undertaken training relevant to their role. This enabled them to refresh their understanding of child protection and safeguarding.

Some work had taken place in relation to developing and implementing improved policies and procedures for child protection and safeguarding. The updated policies and procedures provided further guidance to staff on the actions needed to protect children. In part, the policies and procedures outlined instructions for internal and external reporting. Further work was needed to ensure full clarity and correctness. We gave the provider further feedback to aid this process. However, since the last extension of this required improvement, evidence showed [REDACTED] and staff had dealt with protection concerns appropriately.

This required improvement was assessed as complied with on 21 February 2025.

5. By Friday 28 February 2025 extended from Friday 22 November 2024 and 23 September 2024, you must demonstrate that there are, at all times, suitably qualified and competent individuals working in the care service to meet the wellbeing needs of all children.

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To do this, you must, at a minimum:

- a. Ensure all staff (including management) hold or are working towards relevant qualifications in accordance with regulatory requirements, and ensure all staff are appropriately registered and linked to the correct place of work.
- b. Conduct a comprehensive staff (including management) skills audit to identify gaps in knowledge, skills and experience.
- c. Develop and implement a targeted training and development plan to address identified skills gaps. A record of completion of training must be kept.
- d. Implement a system of regular support meetings, practice observations and performance appraisal to monitor staff (including management) competence and identify ongoing training needs.
- e. Establish and implement a clear leadership structure outlining roles, responsibilities and reporting lines. This structure must be communicated effectively to all staff.
- f. Ensure that staff are clear who is leading and directing the service each day.

This is to comply with regulation 4(1)(a) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) and section 7(1) and section 8(1)(a) of the Health and Care (Staffing) (Scotland) Act 2019.

Outcomes in relation to children's wellbeing had progressively improved. While gaps remained in the quality of the provision and staff skills, there had been a significant reduction in risks related to children's wellbeing.

Some improvements in the skills and competencies of staff including management were apparent. However, a comprehensive staff skills audit had not been completed. As a result, the provider had not effectively identified gaps in staff knowledge, skills, and experience. There remained missed opportunities to ensure staff were supported to be fully competent and skilled. The provider should have had full organisational oversight of the required audit to ensure full compliance.

To support ongoing improvement, and ensure this work is undertaken we have made two areas for improvement.

This required improvement was assessed as complied with on 18 March 2025.

Areas for improvement:

Area for improvement 1:

To ensure children receive care and support based on good practice and to aid staff development, the provider should conduct a comprehensive skills audit of staff and **Care Inspectorate**, Headquarters, Compass House, 11 Riverside Drive, Dundee, DD1 4NY

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management to identify gaps in knowledge, skills, and experience. The audit should be used to inform an ongoing targeted training and development plan.

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).

Area for improvement 2:

To ensure children experience high quality care that consistently promotes their wellbeing, the provider should implement a system of regular support. This should include but not be limited to individual development meetings, practice observations and appraisals to monitor staff and management competence and identify ongoing training needs. The support system should promote the development of skills, knowledge and experience across the staff and management team and should inform the training plans where relevant.

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).

We will assess the progress of these areas for improvement through further assurance activities.

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

The Improvement Notice dated 31 July 2024 is no longer in force.

Yours sincerely



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Team Manager

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cc: Local Authority – [REDACTED], Edinburgh Council

[REDACTED]
Cc: [REDACTED]

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